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Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

United Nations Assistance Mission in Afghanistan

Report of the Secretary-General*

Summary

The present report contains the proposed resource requirements for 2018 for the United Nations Assistance Mission in Afghanistan in the amount of $140,423,700 (net) ($150,702,600 gross).

* Reports of the Secretary-General on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council are submitted in accordance with the timeline indicated in Assembly resolution 71/272 A.

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I. Overview of the Mission

1. The United Nations Assistance Mission in Afghanistan (UNAMA) was established pursuant to Security Council resolution 1401 (2002) for an initial period of 12 months. The mandate of the Mission was subsequently extended by the Council in its resolutions 1471 (2003), 1536 (2004), 1589 (2005), 1662 (2006), 1746 (2007), 1806 (2008), 1868 (2009), 1917 (2010), 1974 (2011), 2041 (2012), 2096 (2013), 2145 (2014), 2210 (2015) and 2274 (2016). By its resolution 2344 (2017), the Council decided to extend the mandate of UNAMA until 17 March 2018.

2. The mission of UNAMA is to support the people and Government of Afghanistan in achieving peace and stability, in line with the rights and obligations enshrined in the Afghan constitution.

3. Afghanistan continues to face complex political, security, economic, humanitarian and human rights challenges. The deteriorating security situation in 2017, combined with the announcement of elections in 2018, has brought underlying political tensions to the surface. The political space is characterized by the emergence of opposition political factions and criticism of the Government regarding a lack of political inclusiveness. The Government's ability to provide security has increasingly been questioned by the public and the political opposition. At the same time, the Government has begun to advance on a number of reforms, particularly in the areas of anti-corruption, elections and the security sector. The conflict continues to result in high levels of civilian casualties, internal displacement and violations of human rights and international humanitarian law, impeding the delivery of social services and humanitarian and development assistance. The economy is only very slowly recovering from the international military drawdown in 2014 and remains heavily dependent on international development assistance. Economic growth and donor confidence continue to be affected by insecurity, corruption and weak institutions.

4. The National Unity Government is facing increasingly vocal opposition from a variety of political figures. The massive suicide attack in Kabul on 31 May and the subsequent attack at the funeral of a politician's son, who was killed in a protest following the suicide attack, triggered prolonged demonstrations and street camps against the Government. The setting of a date for parliamentary and district council elections in 2018 accelerated the mobilization of opposition groups and resulted in the creation of several new political coalitions and movements. While these groups draw from a wide range of ethnic, geographic and generational constituencies, they share a resentment of a perceived concentration of power in the presidential palace and criticism of the Government's performance.

5. While there has been no tangible progress on a peace process between the Government and the Taliban, the National Unity Government has made some advances on the peace agenda in 2017, including the development of a peace strategy, the holding of a Kabul Process conference on peace and security cooperation, and the continuing, though slow, implementation of the 2016 political agreement with a former insurgent group, Hizb-i Islami (Gulbuddin). It has also made some progress on electoral reforms. In March, the President appointed a new Chief Electoral Officer to head the Independent Election Commission and, in April, the Commission approved a polling centre assessment process, which was a key reform recommended by the Special Electoral Reform Commission in 2015. In June, the Independent Election Commission announced the date of 7 July 2018 for parliamentary and district council elections and, in July, the Commission initiated steps towards implementing biometric voter registration and conducting polling station assessments. In addition, it has commenced broad-based consultations with electoral stakeholders to increase the transparency of electoral preparations.

6. The efforts of UNAMA to support regional cooperation continued in 2017 with the Heart of Asia-Istanbul Process Senior Officials Meeting, held on 17 March 2017 in Baku, which resulted in a renewed focus on regional security, counter-terrorism and increased connectivity. In addition, the participants in the summit meeting of the Shanghai Cooperation Organization, held on 9 June in Astana, reiterated that Organization's commitment to initiating a political dialogue in support of an Afghan peace process.

7. The Government has begun to develop new sectoral national priority programmes as part of the Afghanistan National Peace and Development Framework, which was presented to the Brussels Conference on Afghanistan held in October 2016. To enable the development and implementation of the national priority programmes, the Government is advancing critical reforms, including changes to the national budget process, both to enable budget preparation to drive national policy and to improve rates of spending on development initiatives.

8. On the economic front, macroeconomic indicators have improved, and growth rates are increasing, albeit very slowly. Factors affecting development and economic growth include security conditions; performance of government institutions, including security forces; levels of investor confidence; and reliance on international development and security assistance.

9. The Government continued its efforts to curb corruption, including through a strengthened judiciary framework. The Anti-Corruption Justice Centre, established in 2016, increased its output in 2017, and by August 2017 had heard 21 cases against 86 defendants. The new Penal Code, which has been aligned with the United Nations Convention against Corruption, was adopted by legislative decree in March, significantly improving the compliance of Afghanistan with international standards and norms in criminal justice, while also incorporating some best practices in criminology. An anti-corruption strategy and anti-corruption law are both in preparation.

10. The security situation in 2017 continued to deteriorate in the first half of the year, when there were 11,685 incidents, reflecting a slight increase over the same period in 2016. On 31 May, the deadliest incident documented by UNAMA since 2001 occurred in Kabul when a truck bomb killed 92 civilians and injured 491. Armed clashes between pro-government forces and anti-government elements also increased in the first half of the year, representing a 2.4 per cent increase against the same period in 2016 and a 21.8 per cent increase when compared to 2015. Anti-government elements have continued to put significant pressure on the Afghan National Defence and Security Forces, particularly in the provinces of Helmand, Kunar, Nangarhar, Kandahar, Ghazni, Faryab, Kunduz and Uruzgan. As a result, there has been a significant increase in the use of airpower by both the Afghan and the international military forces in the first six months of the year as compared to the same period in 2016. Despite some setbacks, notably in Nangarhar, Islamic State in Iraq and the Levant-Khorasan Province (ISIL-KP) has expanded its geographical reach and succeeded in conducting high-profile attacks in Kabul.

11. In view of the deteriorating security, compounded by the presence and activities of ISIL-KP, the human rights situation remains bleak in 2017. The overall number of civilian casualties in the country remained persistently high: UNAMA documented 5,243 civilian casualties (1,662 deaths and 3,581 injured) in the first half of 2017, a decrease of less than 1per cent compared to the same period in 2016. Women and children continue to be disproportionately affected, and UNAMA documented an increase in casualties among women of 23 per cent and an increase in child deaths of 9 per cent. The Mission continues to engage in strategic advocacy to encourage parties to the conflict to take concrete measures to prevent harm to civilians, end the culture

of impunity, and promote accountability. While the political agreement with Hizb-i Islami (Gulbuddin) signifies the willingness of the Government to establish peace, concerns remain over the provisions for immunity, as well as the absence of a vetting procedure for the integration of its fighters into the security forces.

12. Human rights defenders and media workers continue to face threats, intimidation and sometimes even targeted killings. In April 2017, UNAMA released a public report documenting continued high rates of torture and ill-treatment during the arrest and interrogation of conflict-related detainees, including children. The situation with regard to women's rights and gender equality has worsened in 2017, particularly in areas under the control and influence of anti-government elements, where women face parallel justice mechanisms as well as decreased access to health care, education and employment.

Cooperation with other entities

13. In line with the 2015-2019 United Nations Development Assistance Framework, UNAMA works with the United Nations country team to reinforce alignment, coherence, efficiency and effectiveness among United Nations programmes in Afghanistan. The Framework is currently undergoing a midterm review to better align United Nations activities in the country with national priorities. The Mission's work is also guided by the Government's Afghanistan National Peace and Development Framework and the country's implementation of the Sustainable Development Goals. UNAMA has closely collaborated with the country team in areas pertaining to the rule of law, accountable governance, human rights and gender, focusing on policy issues and good offices to support related programme activities. Additional information on UNAMA programme activities implemented in conjunction with the United Nations agencies, funds and programmes is provided in annex II.

14. In the area of regional cooperation, UNAMA supports the Government in the Heart of Asia-Istanbul Process and related confidence-building measures in cooperation with United Nations entities, including the United Nations Office on Drugs and Crime, the Counter-Terrorism Implementation Task Force, the United Nations Development Programme (UNDP), the Economic and Social Commission for Asia and the Pacific, the Office for the Coordination of Humanitarian Assistance, the United Nations Office for Disaster Risk Reduction, the World Food Programme, the United Nations Children's Fund and the United Nations Educational, Scientific and Cultural Organization. In coordination with the United Nations Regional Centre for Preventive Diplomacy for Central Asia, the Mission also supports the participation of the Government of Afghanistan in various regional forums to facilitate dialogue and cooperation with Central Asian countries.

15. To achieve cost savings, UNAMA and the country team share a number of common services and premises throughout the country and continue to seek opportunities to realize further efficiencies in operations. Current initiatives include the establishment of joint medical services, additional cost-sharing of security services and additional co-location arrangements with United Nations agencies, funds and programmes in the provinces. Under the leadership of the designated official, the Security Management Team, in coordination with the Department of Safety and Security, has developed a local cost-shared security budget in accordance with the guidelines of the Inter-Agency Security Management Network. The costs of activities in the security budget are shared with the country team and the activities are focused primarily on issues related to minimum operating security standards.

16. The Kuwait Joint Support Office, established in December 2012 as a cost-sharing initiative between UNAMA and the United Nations Assistance Mission for Iraq (UNAMI), will continue to consolidate and centralize non-location-specific

processing services for human resources, travel and finance, thereby decreasing costs associated with supporting staff in a high-risk environment while also allowing staff to work in a more secure environment. Efforts towards optimizing the sharing of support services and associated costs will be ongoing in 2018. In addition, the implementation of employee self-service processes, which commenced in February 2017, will continue to improve the Office's service delivery.

Planning assumptions for 2018

17. Afghanistan will continue to face further political, security, socio-economic, humanitarian and human rights challenges in 2018. Political manoeuvring is likely to intensify in the run-up to expected parliamentary and district council elections in 2018 and presidential elections in 2019. The formation of multiple political alliances to contest elections and to advance various agendas is an indication of the growing vibrancy of the country's still young democratic culture, but inflammatory rhetoric could result in greater political instability. Further terrorist attacks in Kabul are likely and could stoke public anger, leading to more protests against the Government. Prospects for a peace agreement with the Taliban remain dim in 2018. The Taliban are expected to continue focusing on territorial gains and will see little incentive to engage in meaningful negotiations. The agreement of local ceasefires to facilitate registration and voting is likely to be difficult in many areas, possibly undermining the legitimacy of elections. The public perception of the arrangements for parliamentary and district council elections will be crucial for political participation and, in turn, their credibility. Regionally, consensus for structured dialogue and enhanced cooperation in support of border management, regional security and joint development projects is likely to remain a challenge.

18. The security situation will remain volatile in 2018 and may deteriorate further. Anti-government elements will continue to test the Afghan defence and security forces and may succeed in capturing additional territory and temporarily controlling some key ground transportation routes. Renewed commitments of international assistance and qualified senior appointments are expected to be calibrated to improve the effectiveness of the defence and security forces, but high attrition rates, low morale as a result of high casualty rates, and endemic corruption are expected to persist and will continue to have a negative impact on Afghan security forces. Rising animosity between armed groups, particularly those aligned with political leaders, is another factor that may erode cohesion in the security sector, undermine the rule of law, and cause greater instability. Anti-government elements, including those comprising predominantly foreign terrorist fighters, are expected to remain active in 2018, and ISIL-KP is expected to continue efforts to recruit from disaffected Taliban and other groups. In urban centres with significant Shia communities, ISIL-KP may seek to foment further sectarian discord through attacks resulting in mass casualties. Illicit drug cultivation and trafficking will continue to fuel the conflict, while also undermining governance and the rule of law across the country. All of the above, combined with other criminal activity, is likely to increase insecurity and adversely affect United Nations operations, further complicating humanitarian access.

19. The Afghan economy will remain closely linked with the country's security and political situation, and economic growth is projected to remain slow in 2018. Fiscal sustainability, particularly with respect to the security sector, will continue to be a key challenge for the Government. Financial commitments made at the Brussels Conference on Afghanistan in October 2016 were higher than expected, but the realization of those commitments depends on factors including the status of Afghan development planning, institutional arrangements for aid delivery, and domestic policy decisions in donor countries. The economy will remain dependent on international assistance and distorted by the illicit economy, which will continue to

fuel and be fuelled by insecurity, violence and insurgency. High unemployment and poverty rates will persist, underscoring the need for sustainable job creation and equitable growth in support of the implementation by Afghanistan of the 2030 Agenda for Sustainable Development.

20. The deteriorating security situation will continue to severely affect and harm civilians, especially women, children and minorities, which will result in sustained high levels of displacement and civilian casualties. Civil society space is likely to remain constrained, with insecure and restrictive environments for human rights defenders and journalists and limited prospects for women's participation in decision-making, including in peace processes. Impunity and lack of accountability are expected to continue to have a negative effect on State institutions and the rule of law. Tackling corruption and the illicit economy will remain significant challenges for the Government. However, its stated commitment to implement fiscal and legal changes to advance the rule of law and economic development may lead to progress in these areas.

21. In the context of the Secretary-General's special report on the strategic review of the United Nations Assistance Mission in Afghanistan (A/72/312-S/2017/696) of 10 August 2017, UNAMA proposes to further streamline its support services to enhance service delivery while remaining cost neutral. This arrangement envisages three pillars covering the areas of operations and resource management, supply chain management, and service delivery. In addition to redistributing the functional areas overseen by the Chief and Deputy Chief of Mission Support and Chief of Supply Chain Management, the revised structure includes the establishment of an Acquisition Management Unit and a General Supply and Fuel Unit.

Strategic priorities and plans for 2018

22. The Mission's strategic priorities are based on Security Council resolution 2344 (2017) and the recommendations of the Secretary-General in his special report on the strategic review of UNAMA. In the context of the strategic review, UNAMA, in close cooperation with the wider United Nations system, will shift its focus from supporting a post-conflict peacebuilding agenda to supporting an Afghan-owned peace process that includes eventual direct negotiations with the Taliban.

23. UNAMA field offices will remain critical to the implementation of the Mission mandate at the local level, including good offices and support for political dialogue; peace and reconciliation initiatives; credible, transparent and inclusive electoral processes; and the promotion and protection of human rights. Field offices will also ensure coordination, coherence and complementarities with United Nations agencies, funds and programmes in cross-cutting areas of activity, in alignment with government and United Nations strategic priorities for peace, stability and development, and work with the Office for the Coordination of Humanitarian Assistance and relevant United Nations entities on supporting and facilitating humanitarian needs and interventions.

Strategic review

24. In its resolution 2344 (2017), the Security Council requested the Secretary-General to conduct a strategic review of UNAMA, examining mandated tasks, priorities, and related resources, assessing the Mission's efficiency and effectiveness, in order to optimize the division of labour and configuration to ensure better cooperation with other United Nations organizations, and further requested the Secretary-General to report to the Security Council on the results of the review by July 2017.

25. To that effect, a strategic review team, led by the Special Representative of the Secretary-General for Iraq, Jan Kubiš, met with a wide range of stakeholders in Afghanistan and New York in May and early June 2017, including the President of Afghanistan, the Chief Executive, Cabinet members, key members of parliament and political parties, civil society organizations, and representatives of the diplomatic and donor community. The resulting special report of the Secretary-General on the strategic review of UNAMA was issued on 10 August 2017.

26. In line with the Secretary-General's recommendations, the budget of the Mission for 2018 includes the following proposals:

(a) The abolishment of the Rule of Law Unit, while retaining a core capacity of six positions;

(b) The abolishment of the Governance Unit, while retaining a core capacity of five positions;

(c) The abolishment of the Military Advisory Unit and the disengagement of 11 military advisers, while retaining one Senior Military Adviser;

(d) The abolishment of the Police Advisory Unit and the disengagement of five civilian police advisers;

(e) The closure of the provincial office in Farah;

(f) The nationalization of the provincial office in Badakhshan Province (Fayz Abad).

27. It is expected that Afghanistan will hold parliamentary and presidential elections in 2018 and 2019, respectively. The United Nations has been requested by the Government of Afghanistan to provide technical support for the upcoming electoral cycle. The support, under UNAMA leadership, will focus on technical support to the electoral management bodies, as well as good offices and political support.

28. The proposed reorganization of the Mission field offices, including the closure of the provincial office in Farah and the nationalization of the provincial office in Badakhshan (Fayz Abad), combined with the analysis of historical aircraft utilization statistics, and continuing attention to the necessary redundancy to address contingencies related to the unpredictable security environment, presents an opportunity to revise the air operations support concept in a manner that makes it considerably more cost-effective without compromising delivery. The revised concept of operations would include a shift away from the current hub and spoke support arrangement that normally serves no more than one or two destinations from Kabul, to servicing multiple locations with a single departure from Kabul, ensuring better seat occupancy and a reduced number of flying hours. In order to support the revised concept, it is proposed to modify the configuration of the UNAMA air assets, and to reduce the total number of assets from six aircraft (three fixed-wing and three rotary-wing) to four aircraft (two fixed-wing and two rotary-wing).

29. It is envisaged that operational and support requirements will be focused on maintaining the existing key leased properties, with the exception of those in Farah and Fayz Abad; and on the replacement of a limited amount of essential equipment as a result of normal wear and tear, obsolescence and expiry of economic useful life. Asset acquisitions will be deferred where safety and operational issues are not compromised, and the needed replacement of the Mission's aged armoured vehicle fleet will continue to be postponed. The size of equipment holdings, such as vehicles and computers, will continue to be reviewed and tailored to actual needs, and opportunities will continue to be sought and realized to transfer suitable items of surplus equipment to other missions. UNAMA continues to explore and exploit more efficient configurations and use of power generation equipment to further improve

the quality and reliability of power supplies, such as the introduction of timer switches in office areas and consumption meters in residential units.

30. UNAMA is not proposing resources which may be required to enhance security retrofitting of existing premises, or acquiring alternative property in Kabul. Following the explosion of a very large vehicle-borne improvised explosive device on the edge of the diplomatic quarter in Kabul on 31 May 2017, many embassies and international agencies have reduced their presence in Afghanistan, as they reassess their security against higher threat benchmarks, with a view to implementing additional mitigating measures to protect their personnel. UNAMA has contracted the services of a vendor to conduct blast vulnerability assessments of its properties in Kabul, the full results of which will be known later in 2017. The outcome of the assessment, which may translate to substantial security investments, will inform decisions related to the continuing occupation of existing premises and their reinforcement, or relocation to other premises.

Other changes

31. Resource changes reflect a reduction of $698,900 (net of staff assessment), made possible from efficiencies that the Mission plans to bring about in 2018. The proposed reduction is a result of, inter alia, the efforts of UNAMA to apply the anticipated Umoja efficiencies presented in the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390) to individual day-to-day operations. The Umoja efficiencies set out in the eighth progress report were based on the Organization's experience with the system, anticipated future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements to business process and planning capabilities. Efficiencies were expressed, inter alia, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction to the proposed programme budget for the biennium 2018-2019.

II. Mission mandate and planned results

Performance information for 2017

32. UNAMA continued to implement its good offices mandate in support of a sociopolitical environment that is increasingly conducive to sustainable peace and stability. To that end, the Mission liaised with political, religious and community leaders, including women, to promote political cohesion at both national and local levels to mitigate conflicts and promote peace and stability. The Mission supported, inter alia, deconfliction initiatives and local community gatherings in many parts of the country. In support of national peace and reconciliation and an eventual inclusive peace process, two capacity-building and dialogue facilitation initiatives were undertaken with the Afghan High Peace Council and other entities. In addition to support provided to facilitate direct talks between the Government and the Taliban, it is estimated that a total of 12 conflict resolution activities will be conducted with the Taliban Political Commission by the end of the year.

33. Reforms to increase the credibility of future electoral processes advanced as did preparations for the upcoming elections. The Independent Election Commission completed a study on parliamentary constituencies in February and a reassessment of polling centre locations commenced in May. In June, the Commission announced that parliamentary and district council elections would be held on 7 July 2018. UNAMA engaged with the Government, the electoral management bodies, the donor community and other stakeholders to build consensus on an agreed way forward on

outstanding electoral issues. The Mission also established and convened the Election Support Group, which serves as the primary international coordination mechanism for elections, while technical assistance was provided through a limited UNDP Project Initiation Plan. The Electoral Assistance Division of the Department of Political Affairs deployed two missions to Afghanistan in February, jointly with UNDP, and in June, to provide support in designing a new project document for United Nations electoral support to Afghanistan and to advise the Mission on outreach to political stakeholders. For the remainder of 2017, although some delays will undoubtedly occur, it is anticipated that the reassessment of polling centre locations will be completed, parliamentary constituencies will be determined, and preparations for the creation of a polling centre-based voters list will have commenced.

34. Regional cooperation activities and confidence-building measures increased in 2017. Initiatives undertaken by States in the region to support the Afghan peace process included participation in two meetings of the Moscow peace process and one meeting of the Kabul Process for Peace and Security Cooperation. A second meeting of the Kabul Process may be held by the end of the year. UNAMA supported the engagement of the Afghan authorities in the Heart of Asia-Istanbul Process, focusing on regional collaboration in countering security threats in the region, economic opportunities, development of a regional approach to counter radicalization, and development of the Regional Counter-Terrorism Strategy. Four regional technical group meetings and one senior officials meeting were held in 2017 and it is expected that two additional regional technical group meetings and three senior officials meetings, as well as a ministerial conference, will be held before the end of the year.

35. UNAMA efforts in support of the rule of law and related reforms contributed to advances in this area. The Mission supported and advocated for approval of the revised penal code by the Council of Ministers, which was adopted by presidential decree in March and submitted to Parliament for review. The revised penal code includes a specific provision criminalizing *bacha bazi*. The Anti-Torture Law was also sent to Parliament for review and the Afghan Land Authority Law was enacted. These laws incorporate international best practice and standards. UNAMA also co-chaired five meetings of the Justice Board of Donors to facilitate donor coherence in justice policy and to support the national justice reform strategy. Provincial justice coordination meetings were operational in 31 of 34 provinces; none were held in Helmand, Uruzgan and Zabul Provinces because of insecurity. Nine working group meetings of the International Police Coordination Board were held to develop a common police reform and policy support platform with donor support. UNAMA also advocated for and coordinated technical and logistical support for the Afghan Anti-Corruption Justice Centre. For the remainder of the year, UNAMA is planning five additional Justice Board of Donors meetings, and six working group meetings and two formal meetings of the International Police Coordination Board. Provincial justice coordination meetings are expected to continue operating in 31 provinces provided that security conditions do not deteriorate further.

36. UNAMA continued to monitor and report on the impact of armed conflict on civilians. The Mission documented 5,243 civilian casualties up to 30 June. While this represents a slight reduction in the number of civilian casualties, compared with the same period in 2106, the number of civilian deaths has risen by 2 per cent. The Mission's strategic advocacy, engagement and dialogue with the main parties to the armed conflict contributed to the establishment of dedicated entities by the Government and the Taliban to investigate allegations of civilian casualties and the introduction of civilian casualty prevention measures, such as the National Policy on Civilian Casualty Prevention and Mitigation and Joint Order 343 (24 December 2016) to enhance the accountability of Afghan national security forces.

37. The Mission continued to monitor activities in places of detention, conduct advocacy and provide technical support to the Government in the review of legislation relating to the prohibition of torture and ill-treatment of detainees. In response to the Mission's report on the treatment of conflict-related detainees in Afghan custody, published in April 2017, the National Directorate of Security ordered investigations into allegations of torture at a number of the Directorate's detention facilities. Also in April, the Cabinet signalled its intention to withdraw the reservations of Afghanistan concerning the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment and to ratify the Optional Protocol thereto. The Committee against Torture reviewed Afghanistan and issued recommendations on 12 May with a request for a progress report within a year.

38. The Mission continued to advocate for the implementation of the Safe Schools Declaration and Security Council resolution 2286 (2016), concerning compliance by all parties to armed conflict with their obligations to protect medical and humanitarian personnel. The Government's Inter-Ministerial Steering Committee on Children and Armed Conflict has implemented seven recommendations, while 48 incidents targeting education and health facilities were recorded. Two additional recommendations are expected to be implemented in 2017. UNAMA provided legal advice and technical support to the Advocacy Committee for the Prevention of Bacha Bazi, which is led by the Afghanistan Independent Human Rights Commission, specifically in the Commission's drafting of the provision criminalizing the practice. To strengthen women's access to justice, the Mission continued to advocate for the implementation of relevant legislation for cases involving violence against women and the establishment of dedicated prosecution units in the provinces.

39. To increase the effectiveness of development assistance and improve Afghan institutions, with a focus on subnational government structures, UNAMA conducted several consultations with the Government, members of the international community and civil society. To support the Government's capacity to identify and implement anti-corruption measures, the Mission provided good offices and technical assistance to facilitate the engagement of the Independent Joint Anti-Corruption Monitoring and Evaluation Committee with national and international stakeholders and the implementation of the Committee's recommendations. The Mission supported the Independent Directorate of Local Governance in developing the provincial councils' oversight mechanism. The Government established a task force of key officials from the Administrative Office of the President and the National Procurement Authority to support the formulation of the national anti-corruption strategy, and the Mission facilitated coordinated dialogue among international partners and other key stakeholders to advance these efforts. UNAMA also assisted civil society in establishing a national platform to advocate for accountable governance.

40. To strengthen the collaboration between the Government of Afghanistan and the international community, the Mission supported the implementation of deliverables under the Self-Reliance through Mutual Accountability Framework. Action was taken to advance the implementation of 8 of 24 deliverables. The Mission provided technical assistance, support and facilitation for the Government, stakeholders and development partners to advance and monitor the progress of the reform priorities of the Framework. Eighteen of the 24 deliverables require additional action in the second half of 2017. The Mission will continue to work with stakeholders to ensure sustained attention to advancing those reform priorities.

41. Regarding the implementation of the Afghanistan National Peace and Development Framework, 7 of 10 expected national priority programmes are in various stages of completion. The drafting of the women's economic empowerment national priority programme was completed and the programme was formally launched in March. Concept notes or draft texts have been developed for six

programmes (urban development, citizens' charter, agriculture, infrastructure, justice and extractive industries), which are expected to be further refined in 2017. Implementation of programming associated with the citizens' charter national priority programme commenced in May. The Mission continued to support the Government and international partners to ensure timely consultations and review of the draft plans.

Objective, expected accomplishments and indicators of achievement for 2018

Table 1
Objective, expected accomplishments, indicators of achievement and performance measures for 2018

Objective of the Organization: To promote peace and stability in Afghanistan	
Expected accomplishments	*Indicators of achievement*
(a) The sociopolitical environment is increasingly conducive to sustainable peace and stability	(i) Increased sustainability and credibility of future electoral processes in Afghanistan [revised] *Performance measures* Key benchmarks, for example, polling centre assessment, biometric voter registration and polling centre-based voter lists, in the preparations towards parliamentary elections scheduled for July 2018 and presidential elections in 2019 will be achieved according to reforms agreed to by the Government and electoral stakeholders [new measure] Target: 4 Number of regulations, procedures and plans implemented in accordance with the September 2016 Electoral Law [new measure] Target 2018: 8 (ii) Increased regional cooperation initiatives and confidence-building measures as part of the Heart of Asia-Istanbul Process [revised] *Performance measures* Number of initiatives and measures taken or implemented by States in the region to support the Afghan peace process Estimate 2017: 4 Target 2018: 4 Number of regional technical group meetings Actual 2016: 5 Estimate 2017: 6 Target 2018: 6 Number of senior officials meetings Actual 2016: 3 Estimate 2017: 4 Target 2018: 4

A ministerial conference on the Istanbul Process is held to review the progress of confidence-building measures

Expected accomplishments	*Indicators of achievement*	*Performance measures*	*2018*	*2017*	*2016*
	(iii) Parties to the conflict demonstrate increased openness with respect to future peace talks and an all-inclusive peace and reconciliation process	Target	4	4	
		Estimate		2	
		Actual			
	[Number of capacity-building and dialogue facilitation initiatives conducted at the request of the Government with the Afghan High Peace Council and other entities]				
	[Number of conflict-resolution dialogue facilitation activities, including broadening knowledge of peace processes and negotiations, conducted with the Taliban Political Commission and other Taliban representatives to facilitate direct talks with the Government of Afghanistan]	Target	10	10	
		Estimate		12	
		Actual			
	(iv) Increased inter- and intracommunity dialogue at the local level, including with women and youth, to promote peace and stability	Target	60	30	11
		Estimate		52	35
		Actual			55
	[Number of gatherings of local community representatives conducted by UNAMA]				
	(v) Increased mitigation of local conflicts and disputes, such as tribal and ethnic conflicts, land disputes and disputes among political actors to support increased political stability [revised]	Target	70	60	60
		Estimate		58	56
		Actual			67
	[Number of deconfliction initiatives undertaken through UNAMA good offices and political outreach]				
	(vi) Enhanced compliance of the Afghan justice system with international norms and standards in relation to anti-corruption and justice delivery [new]	Target	4		
		Estimate			
		Actual			

	[Number of draft laws, legislative decrees and regulations on which the Mission provides technical advice to the Government or the National Assembly, which incorporate international norms, standards and best practices]

Outputs

- Provision of good offices and facilitation of technical assistance in collaboration with the United Nations Development Programme to support credible and sustainable electoral efforts, including for the creation of the polling centre-based voters list and the candidate registration process
- Coordination of international political support for the holding of credible elections, including common messaging to the Government, political parties and electoral management bodies
- Provision of advocacy and technical assistance for the increased participation of women as candidates, voters and observers in electoral processes, as well as for staff of electoral management bodies, including through the establishment of special procedures for registration and voting
- Provision of good offices to the Government of Afghanistan at the international, national and subnational levels, including tribal jirgas, civil society forums, High Peace Council, provincial peace councils and other forums to enhance peace and stability, including training on peace processes, ceasefires and mediation
- Provision of good offices and advice to all stakeholders to facilitate direct peace talks between the Government of Afghanistan and the Taliban, including recommendations for confidence-building measures and initiatives with both parties and international stakeholders
- Provision of advocacy with the parties and other key stakeholders, such as civil society and the High Peace Council, for greater involvement of women and youth in peace initiatives at all levels
- Provision of good offices to facilitate progress in the Heart of Asia-Istanbul Process and other relevant regional initiatives, such as the Kabul Process
- Provision of good offices to develop a common platform and to deliver advice to senior justice and government officials on the development and implementation of justice-related legislation, strategies and policies, compliance with international norms, strengthening the justice system and access to justice, as well as sensitive issues, as they emerge

External factors

42. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) stakeholders maintain the necessary political and financial support; (b) the political stability of the National Unity Government endures; (c) the Government demonstrates the political will to improve governance and justice delivery as well as reduce corruption; (d) tensions among the legislative, judicial and executive branches and between subnational and central government agencies do not negatively affect the electoral reform process; (e) all stakeholders, domestic and international, remain open to the possibility of peace talks and an all-inclusive peace and reconciliation process in the future; and (f) the security situation in Afghanistan does not deteriorate to such an extent that the ability of the Mission to implement its mandate is seriously compromised.

Expected accomplishments	*Indicators of achievement*
(b) Increased realization of human rights for all	(i) Improved coordination of efforts among all stakeholders to ensure that the protection of civilians in armed conflict is in line with international human rights and humanitarian laws
	Performance measures
	Implementation of the National Policy on Civilian Casualty Prevention and Mitigation by the National Security Council and directives on civilian casualty prevention and mitigation issued by the Office of the National Security Council [revised measure]
	(ii) Afghan National Defence and Security Forces demonstrate improved respect for human rights
	Performance measures
	The United Nations and the Ministry of the Interior establish a mechanism to monitor compliance with the human rights due diligence policy, which is based on agreed mitigation measures and reviews progress quarterly
	Proportion of conflict-related detainees interviewed by the Mission who allege torture and ill-treatment decreases [new measure]
	Target 2018: 30 per cent
	(iii) Adoption of instruments and establishment of mechanisms to protect children affected by armed conflict, in line with Security Council resolutions 1612 (2005) and 1882 (2009)
	Performance measures
	Establishment of child protection units by the Ministry of the Interior in all 34 provinces [new measure]
	Target 2018: 34
	(iv) Strengthened efforts to combat violence against women pursuant to obligations under the Convention on the Elimination of All Forms of Discrimination against Women
	Performance measure
	Increase in the percentage of cases registered by the Prosecutor in the Office of the Elimination of Violence against Women in eight sample provinces that result in formal prosecution [new measure]
	Target 2018: 5 per cent

Number of mediators trained on the newly developed human rights-based approach training package for mediation in violence against women cases [new measure]

Target 2018: 40

(v) The Afghanistan Independent Human Rights Commission and human rights defenders are able to operate with minimal restrictions and to address a range of human rights issues [new]

Performance measures

Participatory processes are launched by civil society and the Afghanistan Independent Human Rights Commission for parallel reporting to the Committee on the Elimination of Racial Discrimination

Target 2018: 2

Expected accomplishments	*Indicators of achievement*		*Performance measures*		
			2018	*2017*	*2016*
	(vi) Increased participation of women in the process of political and security transition, in accordance with Security Council resolution 1325 (2000)	Target	20	20	
		Estimate		10	
		Actual			
	[Number of women participants in peace negotiations]				
	[Number of temporary special measures to promote women's participation in elections]	Target	2	2	
		Estimate		2	
		Actual			
	(vii) Strengthened efforts to address transitional justice and impunity	Target	4	4	
		Estimate		4	
	[Number of meetings of the civil society-led transitional justice working group to monitor progress and coordinate advocacy [revised measure]]	Actual			

Outputs

- Monitoring and documentation of conflict-related incidents affecting civilians, including two UNAMA-Office of the United Nations High Commissioner for Human Rights (OHCHR) reports on protection of civilians in armed conflict and other periodic reports on civilian protection issues
- Documentation of cases or incidents of torture or ill-treatment, and monitoring of criminal investigation of cases of torture
- Ongoing advisory services and progress monitoring on combating torture through: advisory notes on implementation of national legal obligations to prevent torture and ensure accountability for perpetrators; written inputs to the Government, including technical support to legislative drafting and operational guidance on the establishment of a national preventive mechanism (pursuant to the obligation under the Optional Protocol to the Convention against Torture); and one UNAMA-OHCHR update report to the

Committee against Torture by April 2018 on the implementation of government commitments to prevent torture

- Establishment of the United Nations-Afghan national police dialogue and monitoring mechanism to advance implementation of mitigation measures under the human rights due diligence policy
- Provision of written inputs and technical support to State institutions and the Afghan National Defence and Security Forces on human rights issues, particularly to promote accountability, using the Ministry of Defence human rights policy adopted in 2017
- Provision of technical assistance to the Government's Inter-Ministerial Steering Committee on Children and Armed Conflict
- Documentation of violations against children in situations of armed conflict, in accordance with the monitoring and reporting mechanism established by Security Council resolution 1612 (2005)
- Issuance of a public report on cases of violence against women addressed through mediation
- Provision of recommendations to the Government on standards for mediation in violence against women cases, and 15 training sessions on the human rights-based approach principles and standards of mediation
- Provision of briefings and technical guidance to civil society and human rights defenders for their direct participatory reporting to the Committee on the Elimination of Discrimination against Women
- Technical support to the Afghanistan Independent Human Rights Commission on its national study on victims in armed conflict
- Documentation of human rights violations, including threats against human rights defenders, and the organization of forums for human rights defenders and civil society on current and evolving human rights issues
- Provision of technical support, particularly normative and as requested, to the Afghanistan Independent Human Rights Commission on human rights and civilian protection issues

External factors

43. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) an intensification of the conflict does not result in a proportional increase in civilian casualties; (b) variation of the international military presence does not lead to a significant deterioration of security; (c) the Government demonstrates the willingness and the capacity to conduct investigations and promote accountability on human rights abuses; (d) there is continued political support for human rights promotion, particularly in the areas of peace and reconciliation, women's rights and minority rights; and (e) political and financial support is provided for the human rights agenda.

Expected accomplishments	*Indicators of achievement*
(c) Increased effectiveness of development and humanitarian assistance to Afghanistan and improvement of Afghan institutions	(i) Formulation and implementation of the Subnational Governance Policy [new] *Performance measures* Development of an implementation framework for the Subnational Governance Policy [new measure] (ii) Establishment and implementation of mechanisms to promote a more accountable and effective civil service *Performance measures* Implementation of the new generation of public administration reforms commences [new measure]

Expected accomplishments	*Indicators of achievement*		*Performance measures*		
			2018	*2017*	*2016*
	(iii) Increased effectiveness and strengthened integration and coherence throughout the activities of the United Nations system and increased alignment with government development priorities, the Afghanistan National Peace and Development Framework and the Sustainable Development Goals	Target	4	4	4
		Estimate		4	4
		Actual			17
	[Number of high-level consultations with the government]				

Outputs

- Provision of advice and coordination services to the United Nations country team, international donors and development stakeholders to align their activities with the Government's development priorities, the Afghanistan National Peace and Development Framework, and the national priority programmes in the process of moving towards delivering as one United Nations
- Coordination, monitoring and biannual reporting on the implementation of the revised United Nations Development Assistance Framework
- Provision of advice to civil society networks at the national level in their monitoring and advocacy functions to hold the Government accountable through monthly meetings and the issuance of two advisory papers
- Provision of good offices to foster international community coherence through monthly meetings of the Civil Society Support Group, including international and national actors, in support of development, governance and public administration reforms
- Provision of normative advice at the national level to the Independent Directorate of Local Governance, as requested, for subnational governance policy formulation and implementation of the provincial council oversight regulations through monthly meetings
- Provision of policy advice at the national level on public administration reforms through monthly meetings and the issuance of two policy advisory papers

External factors

44. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) stakeholders, including donors, maintain the necessary political and financial commitments to development and humanitarian actions, including those articulated in the Self-Reliance through Mutual Accountability Framework; (b) the security situation does not deteriorate to a degree that further impedes delivery of public services, development and humanitarian assistance; and (c) natural disasters do not adversely affect reconstruction activities.

Expected accomplishments	*Indicators of achievement*		*Performance measures* 2018	2017	2016
(d) Enhanced implementation of the London, Kabul, Tokyo and Brussels Conference commitments, Afghanistan National Peace and Development Framework benchmarks, and national priority programmes	(i) Regular high-level and technical engagements between government and international partners to review implementation of conference outcomes and development commitments, and enhance quality of joint technical engagements [new] [Number of meetings of the Joint Coordination and Monitoring Board, joint technical consultations with the Government, and technical coordination meetings [new measure]]	Target Estimate Actual	5		
	(ii) Enhanced implementation of the Afghanistan National Peace and Development Framework through national priority programmes, in consultation with international and national partners [revised] [Number of consultations with national and international partners regarding implementation of national priority programme components of the Afghanistan National Peace and Development Framework [new measure]	Target Estimate Actual	3		
	(iii) Enhanced government capacity to conduct effective donor coordination and implement its development priorities [revised] [Number of joint consultations, including through interministerial development councils and discussions of aid alignment to provide effective national policy coordination and monitor delivery of the Government's development priorities [new measure]]	Target Estimate Actual			

Outputs

- Provision of technical assistance to the secretariat of the Joint Coordination and Monitoring Board; and facilitation of the Joint Coordination and Monitoring Board consultations and other technical consultations between the Government, the international community and Afghan stakeholders on the reform and development agenda, as well as aid effectiveness issues
- Provision of support to the development and implementation of streamlined national priority programmes and the review of related coordination mechanisms, including sectorial development clusters

- Provision of strategic advice and good offices support to key stakeholders to facilitate the development and implementation of the revised national priority programmes
- Facilitation of 12 consultations with the Ministry of Finance, the Ministry of the Economy and other line ministries to improve coordination on the implementation of reform and development priorities, including through the Afghanistan National Peace and Development Framework
- Facilitation of civil society participation in national development dialogues, including the Self-Reliance through Mutual Accountability Framework
- Provision of analytical support and strategic advice to national and international stakeholders on reform and development priorities
- Provision of analytical support and strategic advice to national and international stakeholders on ensuring that development planning is coordinated with, and takes into account, ongoing and planned humanitarian assistance, as well as the Government's reform and development priorities

External factors

45. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) all stakeholders continue to provide the necessary political and financial commitment to meeting the goals of the Afghanistan National Peace and Development Framework and the benchmarks of the Kabul, London, Tokyo and Brussels conferences; and (b) neither major security nor political disruptions, natural disasters or any other national emergency situation impairs the implementation of the national development strategy, national priority programmes, the Self-Reliance through Mutual Accountability Framework, the aid management policy, or the ability of donors to engage with the Government on these issues.

III. Resource requirements

A. Total resource requirements

Table 2
Total resource requirements (net of staff assessment)
(Thousands of United States dollars)

	2016-2017			*Requirements for 2018*			
	Appropriation	*Estimated expenditure*[a]	*Variance*	*Total*	*Non-recurrent*	*Approved budget 2017*	*Variance 2017-2018*
Category	*(1)*	*(2)*	*(3)=(2)-(1)*	*(4)*	*(5)*	*(6)*	*(7)=(4)-(6)*
Military and police personnel	1 473.8	1 065.1	(408.7)	44.2	–	752.5	(708.3)
Civilian personnel	230 044.0	234 327.1	4 283.1	92 383.3	–	106 536.7	(14 153.4)
Operational	115 909.8	111 143.0	(4 766.8)	47 996.2	2 259.0	56 894.1	(8 897.9)
Total requirements	**347 427.6**	**346 535.2**	**(892.4)**	**140 423.7**	**2 259.0**	**164 183.3**	**(23 759.6)**

[a] Actual expenditure as at 31 August 2017 and projections for the remainder of the year.

46. The proposed resource requirements for UNAMA for the period from 1 January to 31 December 2018 are estimated at $140,423,700 (net of staff assessment), reflecting a net decrease of $23,759,600 compared with the resources approved for the Mission for 2017, as detailed in tables 2 and 21. The net variance between the requirements for 2018 and the approved budget for 2017 reflects mainly:

(a) Decreased requirements for military and police personnel, reflecting the disengagement of military and police advisers in the context of the strategic review;

(b) Net decreased requirements for civilian personnel, reflecting mainly the proposed net decrease of 291 positions;

(c) Net decreased requirements to cover operational costs, reflecting mainly the proposed reconfiguration of the air fleet and decreased requirements for fuel consumption and for alteration and renovation projects.

B. Staffing requirements

Table 3
Overall staffing requirements

	Professional and higher categories									*General Service and related categories*		*National staff*				
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2017	1	2	1	8	27	72	71	17	199	156	1	356	170	942	61	1 529
Proposed 2018	1	2	1	7	28	55	61	7	162	144	1	307	125	738	68	1 238
Change	–	–	–	**(1)**	**1**	**(17)**	**(10)**	**(10)**	**(37)**	**(12)**	–	**(49)**	**(45)**	**(204)**	**7**	**(291)**

Proposed overall staffing requirements

47. The total proposed staffing for UNAMA for the period from 1 January to 31 December 2018 is 1,238 positions, as shown in table 3, reflecting a net decrease of 291 positions, and would include 307 international positions (162 Professional, 144 Field Service and 1 General Service (Other level)), 863 national positions (125 National Professional Officer and 738 Local level) and 68 United Nations Volunteers.

48. Table 4 provides details regarding proposed changes in staffing levels by organizational unit. Table 5 provides details regarding approved and proposed positions by location.

Vacancy rates

49. The following annual average vacancy rates are proposed as part of the estimates for salaries and related staff costs for 2018: 9 per cent for international staff; 5 per cent for National Professional Officers; 3 per cent for Local level staff; and 5 per cent for United Nations Volunteers.

50. The actual deployment of military personnel, United Nations police and all other mission staff in 2017 is expected to result in the following annual average vacancy rates: 0 per cent for military personnel; 20 per cent for United Nations police; 9.5 per cent for international staff; 8 per cent for National Professional Officers; 3.5 per cent for Local level staff; and 5 per cent for United Nations Volunteers.

Table 4
Proposed changes in staffing levels by organizational unit

Organizational unit	*Positions approved for 2017*	*Proposed changes*					*Positions proposed for 2018*
		Abolishment	*Establishment*	*Redeployment*[a]	*Reclassification*	*Net change*	
1. Special Representative of the Secretary-General for Afghanistan							
Front Office of the Special Representative of the Secretary-General for Afghanistan	10	(1)	–	(1)	–	(2)	8
Office of the Chief of Staff	31	(6)	1	–	–	(5)	26
Human Rights Service (formerly Human Rights Unit)	30	(4)	1	–	–	(3)	27
Strategic Communications Service (formerly Strategic Communications and Spokesperson Unit)	21	(3)	–	–	–	(3)	18
Gender Advisory Unit (new)	–	–	3	–	–	3	3
Security Section	253	(16)	1	–	–	(15)	238
2. Office of the Deputy Special Representative of the Secretary-General for Afghanistan (Political Affairs) (pillar I)							
Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)	5	–	–	–	–	–	5
Political Affairs Service (formerly Political Affairs Division)	33	(1)	–	–	–	–	32
Liaison Office in Tehran	4	–	–	–	–	–	4
Liaison Office in Islamabad	6	(1)	–	–	–	(1)	5
Joint Analysis and Reporting Section (formerly Joint Analysis and Reporting Unit)	11	(2)	–	–	–	(2)	9
Elections Support Office (new)	–	–	1	4	–	5	5
Peace and Reconciliation Office (new)	–	–	4	4	–	8	8
Military Advisory Unit	5	(5)	–	–	–	(5)	–
3. Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (pillar II)							
Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator)	9	(1)	1	3	–	3	12
Resident Coordinator/United Nations Country Team Unit	6	–	–	–	–	–	6
Governance Unit	20	(15)	–	(5)	–	(20)	–
Rule of Law Unit	10	(4)	–	(6)	–	(10)	–
Police Advisory Unit	4	(4)	–	–	–	(4)	–
Donor Coordination Section (new)	–	–	4	3	–	7	7
4. Mission support							
(a) Office of the Chief of Mission Support	14	–	2	(6)	–	(4)	10
(b) Operations and resource management							
Office of the Chief of Operations and Resource Management (formerly Office of the Deputy Chief of Mission Support)	1	–	1	1	–	2	3

Organizational unit	Positions approved for 2017	Proposed changes					Positions proposed for 2018
		Abolishment	Establishment	Redeployment[a]	Reclassification	Net change	
Human Resources and Training Section (formerly Human Resources Section)	21	(2)	–	1	–	(1)	20
United Nations Volunteers Support Unit	1	–	–	(1)	–	(1)	–
Financial Resourcing, Performance and Risk Management Unit (formerly Finance, Budget and Planning Section)	–	–	–	6	–	6	6
Field Technology Section (formerly Geospatial, Information and Telecommunications Technologies Section)	–	–	–	49	–	49	49
Medical Services Section	20	(7)	–	(13)	–	(20)	–
Staff Counselling and Welfare Unit	9	(1)	–	(8)	–	(9)	–
(c) Supply chain management							
Office of the Chief of Supply Chain Management	3	–	–	–	–	–	3
Acquisition Management Unit (new)	–	–	–	5	–	5	5
Procurement Unit (formerly Procurement Section)	8	(1)	1	(1)	–	(1)	7
Centralized Warehousing Unit (formerly Integrated Warehousing Section)	28	(2)	–	(9)	–	(11)	17
Movement Control Unit (formerly Movement Control Section)	26	(3)	–	(1)	–	(4)	22
Property Management Unit (formerly Property Management Section)	15	–	–	(9)	–	(9)	6
Engineering Section	25	(1)	–	(24)	–	(25)	–
Facilities Management Unit	11	(3)	–	(8)	–	(11)	–
Geospatial, Information and Telecommunications Technologies Section	52	(4)	–	(48)	–	(52)	–
Air Operations Section	24	(5)	–	(19)	–	(24)	–
Surface Transport Section	148	(17)	–	(131)	–	(148)	–
(d) Service delivery							
Office of the Chief of Service Delivery	–	–	1	1	–	2	2
Aviation Section (formerly Air Operations Section)	–	–	–	19	–	19	19
General Supply and Fuel Unit (new)	–	–	–	16	–	16	16
Engineering and Facilities Maintenance Section	–	–	–	32	–	32	32
Transport Unit (formerly Surface Transport Section)	–	–	–	130	–	130	130
Medical, Staff Counselling and Welfare Section	–	–	1	21	–	22	22
5. Consolidated Kuwait Office							
(a) UNAMA Support Office in Kuwait							
Integrated Conduct and Discipline Unit	1	–	–	–	–	–	1
Security Section	2	(2)	–	–	–	(2)	–
(b) Kuwait Joint Support Office							
Office of the Head of the Kuwait Joint Support Office	3	–	–	–	–	–	3
Human Resources Section	13	–	–	–	–	–	13
Finance Section (including Payroll Cluster)	16	–	–	–	–	–	16
Travel Section	3	–	–	–	–	–	3
Quality/Performance Management	4	–	–	–	–	–	4

Organizational unit	Positions approved for 2017	Proposed changes: Abolishment	Establishment	Redeployment[a]	Reclassification	Net change	Positions proposed for 2018
6. Field offices in regions and provinces							
(a) Regional offices							
Kabul	56	(24)	1	(5)	–	(28)	28
Kandahar	83	(31)	3	1	–	(27)	56
Herat	57	(17)	3	–	–	(14)	43
Balkh (Mazar-e-Sharif)	77	(26)	1	–	–	(25)	52
Nangarhar (Jalalabad)	70	(19)	2	–	–	(17)	53
Paktya (Gardez)	62	(19)	1	(2)	–	(20)	42
(b) Provincial offices							
Farah (Farah)	28	(28)	–	–	–	(28)	–
Bamyan	40	(8)	–	–	–	(8)	32
Faryab (Maymana)	26	(5)	–	–	–	(5)	21
Badakhshan (Fayz Abad)	36	(18)	1	(1)	–	(18)	18
Baghlan (Pul-e Khumri)	32	(7)	1	1	–	(5)	27
Kunduz	51	(15)	2	1	–	(12)	39
7. *Department of Political Affairs, New York*							
Afghanistan Team of the Middle East and West Asia Division	5	–	–	–	–	–	5
Total	**1 529**	**(328)**	**37**	**–**	**–**	**(291)**	**1 238**

[a] It is anticipated that the functions of the positions proposed for redeployment will remain the same and that the proposed redeployments would have no negative impact on the programme delivery of the releasing organizational unit.

[b] One Local level position (Air Operations Assistant) reclassified as a National Professional Officer level position (Assistant Air Operations Officer).

Table 5
Staffing requirements by location

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2017																
Headquarters																
Kabul	1	2	1	7	18	38	40	9	116	107	–	223	75	495	61	854
Islamabad	–	–	–	–	–	1	–	–	1	–	–	1	1	4	–	6
Tehran	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Offices in regions and provinces																
Kabul	–	–	–	–	1	3	3	1	8	4	–	12	14	30	–	56
Bamyan	–	–	–	–	–	1	2	–	3	1	–	4	4	32	–	40
Kandahar	–	–	–	–	1	5	2	–	8	5	–	13	12	58	–	83
Herat	–	–	–	–	1	4	3	1	9	5	–	14	10	33	–	57
Farah (Farah)	–	–	–	–	–	1	2	–	3	1	–	4	2	22	–	28

	Professional and higher categories									General Service and related categories			National staff				
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Balkh (Mazar-e-Sharif)	–	–	–	–	1	4	3	–	8	5	–	13	13	51	–	77
Faryab (Maymana)	–	–	–	–	–	1	2	–	3	1	–	4	3	19	–	26
Nangarhar (Jalalabad)	–	–	–	–	1	4	3	2	10	3	–	13	10	47	–	70
Kunduz	–	–	–	–	–	1	2	–	3	3	–	6	9	36	–	51
Badakhshan (Fayz Abad)	–	–	–	–	–	2	3	–	5	1	–	6	2	28	–	36
Baghlan (Pul-e Khumri)	–	–	–	–	–	1	1	1	3	1	–	4	3	25	–	32
Paktya (Gardez)	–	–	–	–	1	3	2	2	8	4	–	12	11	39	–	62
Kuwait Office	–	–	–	–	2	1	2	1	6	15	–	21	–	21	–	42
New York (Department of Political Affairs)	–	–	–	1	1	1	1	–	4	–	1	5	–	–	–	5
Total 2017	**1**	**2**	**1**	**8**	**27**	**72**	**71**	**17**	**199**	**156**	**1**	**356**	**170**	**942**	**61**	**1 529**
Proposed 2018																
Headquarters																
Kabul	1	2	1	6	19	38	40	3	110	102	–	212	64	435	61	773
Islamabad	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Tehran	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Offices in regions and provinces																
Kabul	–	–	–	–	1	1	2	1	5	4	–	9	7	12	–	28
Bamyan	–	–	–	–	–	1	1	–	2	1	–	3	2	27	–	32
Kandahar	–	–	–	–	1	2	2	–	5	5	–	10	9	35	2	56
Herat	–	–	–	–	1	2	2	–	5	5	–	10	7	25	1	43
Balkh (Mazar-e-Sharif)	–	–	–	–	1	2	3	–	6	4	–	10	6	35	1	52
Faryab (Maymana)	–	–	–	–	–	1	1	–	2	1	–	3	2	16	–	21
Nangarhar (Jalalabad)	–	–	–	–	1	1	3	1	6	3	–	9	8	35	1	53
Kunduz	–	–	–	–	–	1	1	1	3	2	–	5	7	26	1	39
Badakhshan (Fayz Abad)	–	–	–	–	–	–	–	–	–	–	–	–	2	16	–	18
Baghlan (Pul-e Khumri)	–	–	–	–	–	1	1	–	2	1	–	3	2	22	–	27
Paktya (Gardez)	–	–	–	–	1	1	2	–	4	2	–	6	7	28	1	42
Kuwait Office	–	–	–	–	2	1	2	1	6	14	–	20	–	20	–	40
New York (Department of Political Affairs)	–	–	–	1	1	1	1	–	4	–	1	5	–	–	–	5
Total 2018	**1**	**2**	**1**	**7**	**28**	**55**	**61**	**7**	**162**	**144**	**1**	**307**	**125**	**738**	**68**	**1 238**
Change	**–**	**–**	**–**	**(1)**	**1**	**(17)**	**(10)**	**(10)**	**(37)**	**(12)**	**–**	**(49)**	**(45)**	**(204)**	**7**	**(291)**

1. Special Representative of the Secretary-General for Afghanistan

Table 6
Staffing requirements: Special Representative of the Secretary-General for Afghanistan

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Front Office of the Special Representative of the Secretary-General for Afghanistan																
Approved 2017	1	–	–	1	2	1	–	–	**5**	2	–	**7**	–	3	–	**10**
Proposed 2018	1	–	–	–	1	1	–	–	**3**	2	–	**5**	–	3	–	**8**
Change	–	–	–	**(1)**	**(1)**	–	–	–	**(2)**	–	–	**(2)**	–	–	–	**(2)**
Office of the Chief of Staff																
Approved 2017	–	–	1	–	2	2	4	–	**9**	1	–	**10**	14	7	–	**31**
Proposed 2018	–	–	1	–	2	3	4	–	**10**	1	–	**11**	10	5	–	**26**
Change	–	–	–	–	–	**1**	–	–	**1**	–	–	**1**	**(4)**	**(2)**	–	**(5)**
Human Rights Service (formerly Human Rights Unit)																
Approved 2017	–	–	–	1	3	3	2	1	**10**	1	–	**11**	8	9	2	**30**
Proposed 2018	–	–	–	1	2	4	2	–	**9**	1	–	**10**	6	8	3	**27**
Change	–	–	–	–	**(1)**	**1**	–	**(1)**	**(1)**	–	–	**(1)**	**(2)**	**(1)**	**1**	**(3)**
Strategic Communications Service (formerly Strategic Communications and Spokesperson Unit)																
Approved 2017	–	–	–	1	1	2	2	–	**6**	1	–	**7**	4	10	–	**21**
Proposed 2018	–	–	–	1	1	2	1	–	**5**	1	–	**6**	3	9	–	**18**
Change	–	–	–	–	–	–	**(1)**	–	**(1)**	–	–	**(1)**	**(1)**	**(1)**	–	**(3)**
Gender Advisory Unit (new)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	1	–	1	–	**2**	–	–	**2**	–	1	–	**3**
Change	–	–	–	–	**1**	–	**1**	–	**2**	–	–	**2**	–	**1**	–	**3**
Security Section																
Approved 2017	–	–	–	–	1	2	6	1	**10**	62	–	**72**	1	177	3	**253**
Proposed 2018	–	–	–	–	1	2	4	1	**8**	60	–	**68**	1	165	4	**238**
Change	–	–	–	–	–	–	**(2)**	–	**(2)**	**(2)**	–	**(4)**	–	**(12)**	**1**	**(15)**
Total, Special Representative of the Secretary-General for Afghanistan																
Approved 2017	1	–	1	3	9	10	14	2	**40**	67	107	**27**	206	233	5	**345**
Proposed 2018	1	–	1	2	8	12	12	1	**37**	65	102	**20**	191	211	7	**320**
Change	–	–	–	**(1)**	**(1)**	**2**	**(2)**	**(1)**	**(3)**	**(2)**	**(5)**	**(7)**	**(15)**	**(22)**	**2**	**(25)**

51. The Mission is headed by the Special Representative of the Secretary-General for Afghanistan, who provides strategic leadership to the political, human rights, and development/humanitarian coordination related work of the United Nations in the country. The Special Representative also provides overall leadership of the Mission

and is responsible for overseeing the work of his/her Office and the political and development pillars and for ensuring their coherence in fulfilment of the Mission's strategic priorities. The Special Representative also serves as Head of Mission and is responsible for the executive management of the Mission's resources and administration.

52. The following organizational units of the Mission have a direct reporting line to the Special Representative: Front Office of the Special Representative of the Secretary-General for Afghanistan; Office of the Chief of Staff, comprising the Front Office of the Chief of Staff, the Mission Planning Unit, the Legal Affairs Unit, the Integrated Conduct and Discipline Unit and the Language Unit; Human Rights Service (formerly Human Rights Unit); Strategic Communications Service (formerly Strategic Communications and Spokesperson Unit); Gender Advisory Unit (new); and Security Section.

Proposed organizational changes

53. The following changes in organizational units reporting directly to the Special Representative are proposed for 2018:

(a) **Front Office of the Special Representative of the Secretary-General for Afghanistan**:

(i) Redeployment of one D-1 position (Principal Political Affairs Officer) to the Peace and Reconciliation Office under the Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (pillar I) in the context of the strategic review;

(ii) Abolishment of one P-5 position (Senior Information Analyst, Political Affairs);

(b) **Office of the Chief of Staff**:

(i) Merger of all organizational units reporting to the Office to streamline the organizational structure and optimize capacities;

(ii) Abolishment of five positions, namely, one National Professional Officer (Associate Coordination Officer), one Local level (Administrative Assistant) in the Front Office of the Chief of Staff, as it is also proposed to streamline the scope of functions of field offices in 2018 in the context of the strategic review; one National Professional Officer (Associate Information Management Officer) in the Mission Planning Unit, whose functions are no longer required; and one National Professional Officer (Assistant Field Translator) and one Local level (Administrative Assistant) in the Language Unit, in the context of the strategic review;

(iii) Establishment of one P-4 position (Mission Planning Officer) in the Mission Planning Unit to strengthen the focus on mission planning and programme management and the enhancement of coordination and to provide technical assistance to strategic and operational planning, substantive aspects of the budget process, and the associated monitoring, reporting and mid-course adjustments, both at UNAMA headquarters and in the Mission field offices;

(iv) Abolishment of the Resident Auditor Unit and its one National Professional Officer position (Auditor), as a result of the transfer of the Unit to the Office of Internal Oversight Services;

(c) **Human Rights Service** (formerly Human Rights Unit):

(i) Renaming the Unit the Human Rights Service;

(ii) Abolishment of four positions, namely, one P-5 (Senior Human Rights Officer); two National Professional Officer (one Assistant Child Protection Officer and one Assistant Human Rights Officer); and one Local level (Human Rights Assistant), in the context of the strategic review;

(iii) Redeployment of one P-4 position (Human Rights Officer) from the regional office in Paktya (Gardez) to support the work of the Service on issues related to the elimination of violence against women;

(iv) Redeployment of one P-2 position (Associate Human Rights Officer) to the provincial office in Kunduz to strengthen the Mission response to evolving human rights issues in the region;

(v) Establishment of one United Nations Volunteer position (Human Rights Database Manager) to perform specialized design and maintenance services of databases related to human rights violations;

(d) **Strategic Communications Service** (formerly Strategic Communications and Spokesperson Unit):

(i) Renaming the Unit the Strategic Communications Service;

(ii) Abolishment of three positions, namely, one P-3 (Public Information Officer) whose functions can be absorbed by the remaining staff in the Service; one National Professional Officer (Assistant Public Information Officer); and one Local level (Public Information Assistant) whose functions are no longer required;

(e) **Gender Advisory Unit (new)**:

(i) Establishment of the Unit in the context of the strategic review and consistent with Security Council resolution 2242 (2015) concerning women and peace and security, as well as the recommendations of the High-level Independent Panel on Peace Operations. The proposed establishment of the Unit would align the Mission with other special political missions and would enable UNAMA to address issues related to promoting women's meaningful participation in conflict prevention, conflict resolution and political processes, and improve women's representation in governance structure;

(ii) Establishment of three positions, namely, one P-5 (Senior Gender Adviser) to lead the work of the Unit; and one P-3 (Gender Affairs Officer) and one Local level (Programme Management Assistant) to carry out gender related activities;

(f) **Security Section**:

(i) Abolishment of 16 positions, namely two P-3 (Security Coordination Officers), whose functions can be absorbed by the remaining staff in the Section; two Field Service (one Close Protection Officer, one Security Officer); and 12 Local level (Field Security Guards), all following a review of the functions of the Section;

(ii) Establishment of one United Nations Volunteer position (Security Logistics Officer) to provide security logistical support.

Table 7
Afghanistan Team of the Middle East and West Asia Division of the Department of Political Affairs

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017	–	–	–	1	1	1	1	–	4	–	1	5	–	–	–	5
Proposed 2018	–	–	–	1	1	1	1	–	4	–	1	5	–	–	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

54. The Afghanistan Team of the Middle East and West Asia Division of the Department of Political Affairs will continue to provide backstopping to the Mission, including providing operational support, assisting in identifying and prioritizing critical strategic objectives in line with the Mission mandate and political needs, and engaging with Member States and other key regional and international partners.

2. Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (pillar I)

Table 8
Staffing requirements: Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (pillar I)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)																
Approved 2017	–	1	–	–	–	1	1	–	3	1	–	4	–	1	–	5
Proposed 2018	–	1	–	–	–	1	1	–	3	1	–	4	–	1	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Political Affairs Service (formerly Political Affairs Division)																
Approved 2017	–	–	–	1	2	5	6	1	15	1	–	16	8	7	2	33
Proposed 2018	–	–	–	1	3	5	6	1	16	–	–	16	8	7	1	32
Change	–	–	–	–	1	–	–	–	1	(1)	–	–	–	–	(1)	(1)
Liaison Office in Tehran																
Approved 2017	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Proposed 2018	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Liaison Office in Islamabad																
Approved 2017	–	–	–	–	–	1	–	–	1	–	–	1	1	4	–	6
Proposed 2018	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	–	(1)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Joint Analysis and Reporting Section (formerly Joint Analysis and Reporting Unit)																
Approved 2017	–	–	–	–	1	2	1	1	5	–	–	5	2	4	–	11
Proposed 2018	–	–	–	–	1	2	1	–	4	–	–	4	1	4	–	9
Change	–	–	–	–	–	–	–	(1)	(1)	–	–	(1)	(1)	–	–	(2)
Elections Support Office (new)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	1	–	2	2	–	5	–	–	5	–	–	–	5
Change	–	–	–	1	–	2	2	–	5	–	–	5	–	–	–	5
Peace and Reconciliation Office (new)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	1	1	1	3	–	6	–	–	6	2	–	–	8
Change	–	–	–	1	1	1	3	–	6	–	–	6	2	–	–	8
Military Advisory Unit																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	5	–	5
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(5)	–	(5)
Total, Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (pillar I)																
Approved 2017	–	1	–	1	3	10	8	2	25	2	–	27	12	23	2	64
Proposed 2018	–	1	–	3	5	13	13	1	36	1	–	37	13	17	1	68
Change	–	–	–	2	2	3	5	(1)	11	(1)	–	10	1	(6)	(1)	4

55. The Deputy Special Representative advises the Special Representative on political issues and the dynamics affecting the implementation of the Mission mandate.

56. The following organizational units of the Mission are part of pillar I: Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs); Political Affairs Service (formerly Political Affairs Division); Liaison Office in Tehran; Liaison Office in Islamabad; Joint Analysis and Reporting Section (formerly Joint Analysis and Reporting Unit); Elections Support Office (new); and Peace and Reconciliation Office (new).

Proposed organizational changes

57. The following changes in organizational units that are part of pillar I of the Mission are proposed for 2018:

(a) **Political Affairs Service** (formerly Political Affairs Division):

(i) Renaming the Division the Political Affairs Service;

(ii) Redeployment of six positions, namely, two P-4 (Electoral Affairs Officers) and one P-3 (Electoral Affairs Officer) to the Elections Support Office; two National Professional Officer (Associate Political Affairs Officers) to the

Peace and Reconciliation Office where the functions of these positions, primarily contacts with the High Peace Council and related peace organizations, as well as work related to local peace initiatives, would be centralized, in the context of the strategic review; and one United Nations Volunteer (Political Affairs Officer) to the regional office in Kandahar to reinforce the political work in the region;

(iii) Abolishment of one Field Service position (Administrative Assistant) as the functions of the position can be absorbed by existing capacity in the Service;

(iv) Redeployment of six positions from the Rule of Law Unit, namely, one P-5 (Senior Judicial Affairs Officer); two P-4 (Judicial Affairs Officers); one P-3 (Judicial Affairs Officer); and two National Professional Officer (Associate Judicial Affairs Officer, Associate Rule of Law Officer), in the context of the strategic review;

(b) **Liaison Office in Islamabad**: abolishment of one Local level position (Driver) as the functions of the position will be absorbed by existing capacity in the Office;

(c) **Joint Analysis and Reporting Section** (formerly Joint Analysis and Reporting Unit):

(i) Redeployment of the Section from the Office of the Special Representative of the Secretary-General with its 11 positions, namely, one P-5 (Senior Information Analyst, Political Affairs), two P-4 (Political Affairs Officers), one P-3 (Political Affairs Officer), one P-2 (Associate Political Affairs Officer), two National Professional Officer (one Associate Information Analyst, one Information Technology Officer), and four Local level (Political Affairs Assistants), in the context of the strategic review;

(ii) Renaming the Unit the Joint Analysis and Reporting Section;

(iii) Abolishment of two positions, namely, one P-2 (Associate Political Affairs Officer) whose functions would be absorbed by the Peace and Reconciliation Office; and one National Professional Officer (Associate Information Management Officer) whose functions would be absorbed by existing capacity in the Section;

(iv) Although the abolition of the Military Advisory Unit is proposed, together with the disengagement of 11 of the 12 military advisers assigned to the Mission, it is proposed to maintain one Senior Military Adviser in the Joint Analysis and Reporting Section, in the context of the strategic review;

(d) **Elections Support Office (new)**:

(i) Establishment of the Office to reflect the political nature of UNAMA support to elections in Afghanistan in 2018 and 2019. The Office will oversee the United Nations Election Support Team, comprising UNAMA staff and technical staff contracted through the UNDP electoral support project. The Support Team will be the primary means by which the United Nations supports Afghan electoral institutions, in particular the Independent Electoral Commission and the Electoral Complaints Commission, in preparing for the July 2018 parliamentary elections;

(ii) Establishment of one D-1 position (Principal Electoral Affairs Officer) to provide capacity-building support and technical advice to the Afghan electoral management bodies in the discharge of their independent roles;

(iii) Redeployment of four positions, namely, two P-4 (Electoral Affairs Officers) and one P-3 (Electoral Affairs Officer) from the Political Affairs

Service; and one P-3 (Electoral Affairs Officer) from the provincial office in Badakhshan (Fayz Abad), all to provide support to the Independent Electoral Commission and the Electoral Complaints Commission, in preparation for the July 2018 parliamentary elections, and to monitor developments related to the forthcoming elections and establish and maintain collaborative relations with interlocutors;

(e) **Peace and Reconciliation Office (new)**:

(i) Establishment of the Office in line with the strategic priority of the Mission to create conditions in which a political settlement can be reached, in the context of the strategic review. The proposed new capacity would reinforce the Mission's efforts to support the establishment of an Afghan-led and Afghan-owned peace process and provide advice on mediation, confidence-building measures, and engagement with the armed opposition, including support to the Kabul Process for Peace and Security Cooperation, to strengthen regional cooperation in support of peace and stability, which would complement the work of the Political Affairs Service on the Heart of Asia Process, and would reflect a similar division of responsibilities on these issues within the Government of Afghanistan. Further, the Office would carry out public engagement on peace and reconciliation, including developing and implementing local peace initiatives with UNAMA field offices, to include voices of residents of rural and remote areas, women and youth, and channel these into high-level political processes. In addition, the Office would collaborate with the liaison offices in Tehran and Islamabad and the United Nations Regional Centre for Preventive Diplomacy for Central Asia to support and promote bilateral and multilateral cooperation on peace and security;

(ii) Redeployment of four positions, namely, one D-1 (Principal Political Affairs Officer) from the Front Office of the Special Representative of the Secretary-General; two National Professional Officer (Associate Political Affairs Officers) from the Political Affairs Service; and one P-3 (Political Affairs Officer) from the regional office in Kabul, all to support regional cooperation efforts related to peace and reconciliation (the Kabul Process) and the coordination of the Peace and Reconciliation Task Force;

(iii) Establishment of four positions, namely, one P-5 (Senior Political Affairs Officer) to represent the Mission in its engagement with a wide range of senior interlocutors across the peace and reconciliation field; one P-4 (Political Affairs Officer) to lead the Mission's reinforced efforts on the increased role for local peace initiatives; and two P-3 (Political Affairs Officers) to work on Mission support to regional cooperation efforts related to peace and reconciliation and to coordinate the Peace and Reconciliation Task Force;

(f) **Military Advisory Unit**: abolishment of the Unit and its five Local level positions (three Drivers, one Field Language Assistant, one Administrative Assistant), in the context of the strategic review and resulting from the proposed disengagement of 11 Military Advisers assigned to the Mission. It is proposed, however, that one Senior Military Adviser be retained in the Joint Analysis and Reporting Section.

3. Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (pillar II)

Table 9

Staffing requirements: Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (pillar II)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator)																
Approved 2017	–	1	–	–	–	2	1	1	**5**	2	–	**7**	–	2	–	**9**
Proposed 2018	–	1	–	–	1	3	1	–	**6**	2	–	**8**	2	2	–	**12**
Change	–	–	–	–	**1**	**1**	–	**(1)**	**1**	–	–	**1**	**2**	–	–	**3**
Resident Coordinator/United Nations Country Team Unit																
Approved 2017	–	–	–	–	1	1	1	–	**3**	–	–	**3**	2	1	–	**6**
Proposed 2018	–	–	–	–	1	1	1	–	**3**	–	–	**3**	2	1	–	**6**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Governance Unit																
Approved 2017	–	–	–	1	1	4	3	3	**12**	–	–	**12**	5	3	–	**20**
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	**(1)**	**(1)**	**(4)**	**(3)**	**(3)**	**(12)**	–	–	**(12)**	**(5)**	**(3)**	–	**(20)**
Rule of Law Unit																
Approved 2017	–	–	–	1	1	2	1	–	**5**	–	–	**5**	3	2	–	**10**
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	**(1)**	**(1)**	**(2)**	**(1)**	–	**(5)**	–	–	**(5)**	**(3)**	**(2)**	–	**(10)**
Police Advisory Unit																
Approved 2017	–	–	–	–	1	1	–	–	**2**	–	–	**2**	1	1	–	**4**
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	**(1)**	**(1)**	–	–	**(2)**	–	–	**(2)**	**(1)**	**(1)**	–	**(4)**
Donor Coordination Section (new)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	1	2	2	–	**5**	–	–	**5**	2	–	–	**7**
Change	–	–	–	–	**1**	**2**	**2**	–	**5**	–	–	**5**	**2**	–	–	**7**
Total, Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (pillar II)																
Approved 2017	–	1	–	2	4	10	6	4	**27**	2	–	**29**	11	9	–	**49**
Proposed 2018	–	1	–	–	3	6	4	–	**14**	2	–	**16**	6	3	–	**25**
Change	–	–	–	**(2)**	**(1)**	**(4)**	**(2)**	**(4)**	**(13)**	–	–	**(13)**	**(5)**	**(6)**	–	**(24)**

58. The Deputy Special Representative is responsible for maintaining links with the United Nations country team as part of his/her role as Humanitarian and Resident Coordinator and UNDP Resident Representative.

59. The following organizational units of the Mission are part of pillar II: Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator); Resident Coordinator/United Nations Country Team Unit; and Donor Coordination Section (new).

Proposed organizational changes

60. The following changes in organizational units that are part of pillar II of the Mission are proposed for 2018:

(a) **Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator)**:

(i) Redeployment of two positions to the Donor Coordination Section, namely, one P-4 (Coordination Officer); and one P-3 (Civil Affairs Officer);

(ii) Redeployment of five positions from the Governance Unit, namely, one P-5 (Senior Civil Affairs Officer), two P-4 (Civil Affairs Officers) and two National Professional Officer (one Associate Civil Affairs Officer, one Assistant Civil Affairs Officer) to provide normative advice in support of the Government's efforts to promote effective and accountable subnational governance;

(iii) Abolishment of one P-2 position (Associate Civil Affairs Officer) as the existing capacity in the Front Office is sufficient to support the Deputy Special Representative of the Secretary-General on issues related to civil affairs;

(iv) Establishment of one P-3 position (Special Assistant) to assist and support the Deputy Special Representative of the Secretary-General in directing, managing and supporting the work of the development pillar;

(b) **Governance Unit**:

(i) Redeployment of five positions to the Front Office of the Deputy Special Representative of the Secretary-General, namely, one P-5 (Senior Civil Affairs Officer); two P-4 (Civil Affairs Officers); and two National Professional Officer (one Associate Civil Affairs Officer, one Assistant Civil Affairs Officer);

(ii) Abolishment of 15 positions, namely, one D-1 (Chief of Service, Civil Affairs); two P-4 (Civil Affairs Officers); three P-3 (two Civil Affairs Officers, one Coordination Officer); three P-2 (Associate Civil Affairs Officers); three National Professional Officer (two Associate Civil Affairs Officers, one Assistant Civil Affairs Officer); and three Local level (two Liaison Assistants, one Team Assistant);

(iii) Abolishment of the Unit in the context of the strategic review;

(c) **Rule of Law Unit**:

(i) Redeployment of six positions to the Political Affairs Service, namely, one P-5 (Senior Judicial Affairs Officer); two P-4 (Judicial Affairs Officers); one P-3 (Judicial Affairs Officer); and two National Professional Officer (one Associate Judicial Affairs Officer, one Associate Rule of Law Officer);

(ii) Abolishment of four positions, namely, one D-1 (Chief of Service Judicial Affairs); one National Professional Officer (Associate Judicial Affairs Officer); and two Local level (one Administrative Assistant, one Judicial Affairs Assistant);

(iii) Abolishment of the Unit in the context of the strategic review;

(d) **Police Advisory Unit**:

(i) Abolishment of four positions, namely, one P-5 (Senior United Nations Police Adviser and Head of Police Component); one P-4 (United Nations Police Officer and Chief of Operations); one National Professional Officer (Assistant Programme Management Officer); and one Local level (Administrative Assistant). The disengagement of the five civilian police advisers assigned to the Mission is also proposed;

(ii) Abolishment of the Unit in the context of the strategic review;

(e) **Donor Coordination Section (new)**:

(i) Establishment of the Section to consolidate donor coordination functions; improve the capacity of the Mission to support the Joint Monitoring and Coordination Board; aid policy discussions and coherence among donors, between donors and the Government, and with stakeholders, including civil society; lead technical forums on subjects of broad relevance to the Government's reform and development agenda; provide analysis and reporting of economic, reform and development issues, including their links to humanitarian needs; and support peacebuilding approaches across United Nations programming at the national and subnational levels, with a particular focus on alignment, particularly in support of an eventual future peace agreement;

(ii) Establishment of four positions, namely, one P-5 (Senior Programme Officer); one P-3 (Humanitarian Affairs Officer); and two National Professional Officer (one Assistant Programme Management Officer, one Associate Civil Affairs Officer);

(iii) Redeployment of three positions, namely, one P-4 (Coordination Officer) and one P-3 (Civil Affairs Officer) from the Front Office of the Deputy Special Representative of the Secretary-General; and one P-4 (Judicial Affairs Officer) from the regional office in Kabul.

4. Mission support

Table 10
Overall staffing requirements for mission support

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017	–	–	–	1	2	10	12	1	**26**	36	–	**62**	27	263	54	**406**
Proposed 2018	–	–	–	1	3	9	11	1	**25**	34	–	**59**	27	230	53	**369**
Change	–	–	–	–	**1**	**(1)**	**(1)**	–	**(1)**	**(2)**	–	**(3)**	–	**(33)**	**(1)**	**(37)**

61. Mission support is under the overall responsibility of the Chief of Mission Support who, under the approved structure, coordinates and supervises the work of three main areas, namely the Office of the Chief of Mission Support, the Deputy Chief of Mission Support and the Chief of Supply Chain Management.

Proposed organizational changes

62. It is proposed to restructure mission support, building on the changes approved by the General Assembly in 2016 and reflecting the need to further standardize the mission support structure, which would further support the alignment required to optimize the benefits from the implementation of successive enterprise resource management (Umoja) initiatives, and the consolidation of earlier gains. UNAMA will continue to provide services to 11 field offices in Afghanistan, and liaison offices in Islamabad and Tehran, in addition to Mission headquarters in three compounds in Kabul.

63. Under the proposed revised structure, mission support functions will be clustered in three main pillars, namely, operations and resource management, supply chain management, and service delivery. This would replace the current distribution of the same functions among the Chief of Mission Support, the Deputy Chief of Mission Support and the Chief of Supply Chain Management. In view of the fact that the Chief of Mission Support is responsible for contributing to the implementation of the Mission mandate by providing the necessary managerial, logistical, technology and administrative support, his/her ability to engage, advise on and help to shape the plans of programmatic components is critical to ensure that support components can deliver client-focused, timely end-to-end support services against (competing) priorities. The revised structure would enable and support these functions.

64. The proposed revised structure would include two new organizational units, namely, the Acquisition Management Unit under the supply chain management pillar, and the General Supply and Fuel Unit under the service delivery pillar. They would be established and staffed through the redeployment of approved positions performing similar functions in existing organizational units, and are therefore cost neutral. In addition, it is proposed that a new unit be established under the Chief of Mission Support, namely the Environmental and Occupational Safety and Health Unit, for which it is proposed to establish two United Nations Volunteer positions.

65. Other proposed changes in the revised structure would include small adjustments driven by the implementation of initiatives, such as end-to-end supply chain management. In this regard, it is proposed that approved positions in the Property Management Unit, which are responsible for property disposal and receipt and inspection functions, be redeployed to the Centralized Warehousing Unit. This change would maintain a core capacity in the Property Management Unit, which is responsible for ensuring compliance with the Financial Regulations and Rules of the United Nations, and the Organization's policies and procedures for property management, for fixed asset management as part of IPSAS accounting and reporting on property, plant and equipment and financial inventory, and for oversight and execution of the delegation of authority for property management.

66. It is proposed that the Engineering and Facilities Maintenance Section be established by combining the minimum required resources from existing engineering and facilities functions. The Section would be responsible for the planning, construction and commissioning of Mission facilities and infrastructure, facilities operation and maintenance.

67. In striving for further alignment, it is proposed that the resources of the Medical Section and Staff Counselling and Welfare Unit be merged into one section under the service delivery pillar. In addition, in the context of the strategic review, the establishment of joint medical services should be considered a priority to ensure uniform and more rationalized medical care for all United Nations staff. UNAMA and the principal agencies co-located with the Mission in Kabul have made considerable

progress in this respect and a cost-shared joint medical service is expected to be in place before the end of 2017.

68. Staffing details of the Office of the Chief of Mission Support and the three pillars under his supervision are presented below.

Office of the Chief of Mission Support

Table 11
Staffing requirements: Chief of Mission Support

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017	–	–	–	1	–	2	3	–	**6**	3	–	**9**	2	2	1	**14**
Proposed 2018	–	–	–	1	–	1	1	–	**3**	2	–	**5**	1	1	3	**10**
Change	–	–	–	–	–	(1)	(2)	–	**(3)**	(1)	–	**(4)**	(1)	(1)	2	**(4)**

69. The Chief of Mission Support is responsible for the effective general management of the human, financial and physical resources allocated to the Mission. He/she is supported by the Chief of Operations and Resource Management, the Chief of Supply Chain Management and the Chief of Service Delivery.

70. The Office of the Chief of Mission Support oversees and manages the work of the Finance, Budget and Planning Section, the Audit Unit, the Environmental and Occupational Safety and Health Unit, and the Aviation Safety Unit.

Proposed organizational changes

71. The following changes in the Office of the Chief of Mission Support and organizational units reporting directly to him/her are proposed for 2018:

(a) Establishment of an Environmental and Occupational Safety and Health Unit to provide coordination, monitoring and oversight of the Mission's implementation of the environmental policy, waste management policy and environment strategy of the Department of Field Support;

(b) Redeployment of the Finance, Budget and Planning Section with its six positions, namely, one P-4 (Chief of Unit, Finance and Budget), one P-3 (Finance and Budget Officer), one Field Service (Finance and Budget Assistant), one National Professional Officer (Assistant Finance and Budget Officer), one Local level (Finance and Budget Assistant) and one United Nations Volunteer (Finance Officer) to the Financial Resourcing, Performance and Risk Management Unit under the operations and resource management pillar;

(c) Redeployment of one P-3 (Administrative Officer) to the Office of the Chief of Operations and Resource Management to support backstopping and coordination of administrative and logistical activities and planning affecting field offices, as well as implementing and monitoring cost-sharing mechanisms with United Nations country team partners;

(d) Redeployment of one United Nations Volunteer position (Information Management Assistant) from the Movement Control Unit of the supply chain management pillar to address issues related to oversight bodies;

(e) Establishment of two United Nations Volunteer positions, namely one Environmental Officer to facilitate UNAMA implementation of the environment strategy of the Department of Field Support; and one Occupational Health and Safety Officer to support the Mission's compliance with the Department's policies on occupational safety and health for its staff and all occupants and visitors to its compounds.

Operations and resource management

Table 12
Staffing requirements: operations and resource management

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Office of the Chief of Operations and Resource Management (formerly Office of the Deputy Chief of Mission Support)																
Approved 2017	–	–	–	–	1	–	–	–	1	–	–	1	–	–	–	1
Proposed 2018	–	–	–	–	1	–	1	–	2	–	–	2	–	–	1	3
Change	–	–	–	–	–	–	1	–	1	–	–	1	–	–	1	2
Human Resources and Training Section (formerly Human Resources Section)																
Approved 2017	–	–	–	–	–	1	1	–	2	4	–	6	3	10	2	21
Proposed 2018	–	–	–	–	–	1	1	–	2	4	–	6	3	9	2	20
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	–	(1)
United Nations Volunteers Support Unit																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	(1)
Financial Resourcing, Performance and Risk Management Unit (formerly Finance, Budget and Planning Section)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	1	1	–	2	1	–	3	1	1	1	6
Change	–	–	–	–	–	1	1	–	2	1	–	3	1	1	1	6
Field Technology Section (formerly Geospatial, Information and Telecommunications Technologies Section)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	1	–	–	1	10	–	11	6	26	6	49
Change	–	–	–	–	–	1	–	–	1	10	–	11	6	26	6	49
Medical Services Section																
Approved 2017	–	–	–	–	–	1	1	–	2	–	–	2	5	8	5	20
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	(1)	(1)	–	(2)	–	–	(2)	(5)	(8)	(5)	(20)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Staff Counselling and Welfare Unit																
Approved 2017	–	–	–	–	–	1	1	–	2	–	–	2	2	2	3	9
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	(1)	(1)	–	(2)	–	–	(2)	(2)	(2)	(3)	(9)
Total, operations and resource management																
Approved 2017	–	–	–	–	1	3	3	–	7	4	–	11	10	20	11	52
Proposed 2018	–	–	–	–	1	3	3	–	7	15	–	22	10	36	[illegible]	78
Change	–	–	–	–	–	–	–	–	–	11	–	11	–	16	(1)	26

72. The following organizational units are part of the operations and resource management pillar of mission support: Office of the Chief of Operations and Resource Management; Human Resources and Training Section (formerly Human Resources Section); Financial Resourcing, Performance and Risk Management Unit (formerly Finance, Budget and Planning Section); and Field Technology Section (formerly Geospatial, Information and Telecommunications Technologies Section).

Proposed organizational changes

73. The following changes in organizational units that are part of the operations and resource management pillar of mission support are proposed for 2018:

(a) **Office of the Chief of Operations and Resource Management** (formerly Office of the Deputy Chief of Mission Support):

(i) Renaming the Office of the Deputy Chief of Mission Support the Office of the Chief of Operations and Resource Management;

(ii) Redeployment of one P-3 (Administrative Officer) from the Office of the Chief of Mission Support to support backstopping and coordination of administrative and logistical activities and planning affecting field offices, as well as implementing and monitoring cost-sharing mechanisms with United Nations country team partners;

(iii) Establishment of one United Nations Volunteer position (Field Coordination Officer) to provide forecasting, performance monitoring, planning, and coordination related to operational and resourcing activities, including the implementation and monitoring of cost-sharing mechanisms with United Nations country team partners;

(b) **Human Resources and Training Section** (formerly Human Resources Section):

(i) Renaming the Section the Human Resources and Training Section;

(ii) Abolishment of two positions, namely, one Local level (Human Resources Assistant) and one United Nations Volunteer (Training Officer), as their functions can be absorbed by the remaining staff in the Section;

(iii) Redeployment of the United Nations Volunteers Support Unit into the Section with its one United Nations Volunteer (United Nations Volunteers Support Unit Officer);

(c) **United Nations Volunteers Support Unit**: Redeployment of the Unit to the Human Resources and Training Section with its one United Nations Volunteer (United Nations Volunteers Support Unit Officer);

(d) **Financial Resourcing, Performance and Risk Management Unit** (formerly Finance, Budget and Planning Section):

(i) Redeployment of the Finance, Budget and Planning Section, which was a component of the Office of the Chief of Mission Support, with its six positions, namely, one P-4 (Chief of Unit, Finance and Budget), one P-3 (Finance and Budget Officer), one Field Service (Finance and Budget Assistant), one National Professional Officer (Assistant Finance and Budget Officer), one Local level (Finance and Budget Assistant) and one United Nations Volunteer (Finance Officer);

(ii) Renaming the Section the Financial Resourcing, Performance and Risk Management Unit;

(e) **Field Technology Section** (formerly Geospatial, Information and Telecommunications Technologies Section):

(i) Redeployment of the Geospatial, Information and Telecommunications Technologies Section from the supply chain management pillar with its 47 positions, namely, one P-4 (Chief of Unit, Information Systems and Telecommunications); nine Field Service (four Telecommunications Technicians, three Information Systems Assistants, two Information Systems Officers); five National Professional Officer (three Associate Information Systems Officers, one Associate Telecommunications Officer, one Assistant Geospatial Information Officer); 26 Local level (11 Telecommunications Assistants, 10 Information Systems Assistants, two Mail Assistants, one Administrative Assistant, one Information Management Assistant, one Receiving and Inspection Assistant); and six United Nations Volunteers (two Local and Wide Area Network Technicians, one Information Systems Officer, one Information Management Assistant, one Geographic Information Assistant, one Material and Assets Assistant);

(ii) Renaming the Section the Field Technology Section;

(iii) Redeployment of two positions, namely, one Field Service (Information Systems Assistant) from the regional office in Paktya (Gardez) to strengthen the centralized support capacity of the Section, in line with the overall enterprise strategy to centralize information and communications technology services; and one National Professional Officer (Assistant Information Systems Officer) from the regional office in Kabul;

(f) **Medical Services Section**:

(i) Abolishment of six positions, namely, two National Professional Officer (Medical Officers); and four Local level (three Nurses and one Pharmacy Technician);

(ii) Redeployment of the Section to the service delivery pillar with its 14 remaining positions, namely, one P-4 (Chief of Unit, Medical); one P-3 (Medical Officer); three National Professional Officers (two Medical Officers, one Assistant Pharmacist); four Local level (three Nurses, one Driver); and five United Nations Volunteers (three Medical Technicians, two Medical Officers);

(g) **Staff Counselling and Welfare Unit**:

(i) Abolishment of one P-4 position (Staff Counsellor) and one Local level (Administrative Assistant);

(ii) Redeployment of the Unit to the service delivery pillar with its seven remaining positions, namely, one P-3 (Staff Counsellor); two National Professional Officer (Associate Staff Counsellors); one Local level (Staff Welfare Assistant); and three United Nations Volunteers (two Staff Counsellors, one Welfare Assistant).

Supply chain management

Table 13
Staffing requirements: supply chain management

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Office of the Chief of Supply Chain Management																
Approved 2017	–	–	–	–	1	–	–	–	1	1	–	2	–	1	–	3
Proposed 2018	–	–	–	–	1	–	–	–	1	1	–	2	–	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Acquisition Management Unit (new)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	–	–	–	–	2	–	2	–	1	2	5
Change	–	–	–	–	–	–	–	–	–	2	–	2	–	1	2	5
Procurement Unit (formerly Procurement Section)																
Approved 2017	–	–	–	–	–	1	1	–	2	2	–	4	2	2	–	8
Proposed 2018	–	–	–	–	–	1	1	–	2	1	–	3	1	3	–	7
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	(1)	1	–	(1)
Centralized Warehousing Unit (formerly Integrated Warehousing Section)																
Approved 2017	–	–	–	–	–	–	1	1	2	3	–	5	2	17	4	28
Proposed 2018	–	–	–	–	–	1	–	–	1	2	–	3	1	10	3	17
Change	–	–	–	–	–	1	(1)	(1)	(1)	(1)	–	(2)	(1)	(7)	(1)	(11)
Movement Control Unit (formerly Movement Control Section)																
Approved 2017	–	–	–	–	–	–	–	–	–	2	–	2	2	20	2	26
Proposed 2018	–	–	–	–	–	–	–	–	–	2	–	2	2	17	1	22
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(3)	(1)	(4)
Property Management Unit (formerly Property Management Section)																
Approved 2017	–	–	–	–	–	1	–	–	1	2	–	3	–	9	3	15
Proposed 2018	–	–	–	–	–	–	–	–	–	1	–	1	–	4	1	6
Change	–	–	–	–	–	(1)	–	–	(1)	(1)	–	(2)	–	(5)	(2)	(9)
Engineering Section																
Approved 2017	–	–	–	–	–	1	2	–	3	2	–	5	2	9	9	25
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	(1)	(2)	–	(3)	(2)	–	(5)	(2)	(9)	(9)	(25)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Facilities Management Unit																
Approved 2017	–	–	–	–	–	–	–	–	–	1	–	1	–	4	6	11
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	(4)	(6)	(11)
Geospatial, Information and Telecommunications Technologies Section																
Approved 2017	–	–	–	–	–	1	–	–	1	10	–	11	5	27	9	52
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	(1)	–	–	(1)	(10)	–	(11)	(5)	(27)	(9)	(52)
Air Operations Section																
Approved 2017	–	–	–	–	–	1	2	–	3	2	–	5	1	14	4	24
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	(1)	(2)	–	(3)	(2)	–	(5)	(1)	(14)	(4)	(24)
Surface Transport Section																
Approved 2017	–	–	–	–	–	–	–	–	–	4	–	4	1	138	5	148
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	(4)	–	(4)	(1)	(138)	(5)	(148)
Total, supply chain management																
Approved 2017	–	–	–	–	1	5	6	1	13	29	–	42	15	241	42	340
Proposed 2018	–	–	–	–	1	2	1	–	4	9	–	13	4	36	7	60
Change	–	–	–	–	–	(3)	(5)	(1)	(9)	(20)	–	(29)	(11)	(205)	(35)	(280)

74. The following organizational units are part of the supply chain management pillar of mission support: Office of the Chief of Supply Chain Management; Acquisition Management Unit (new); Procurement Unit (formerly Procurement Section); Centralized Warehousing Unit (formerly Integrated Warehousing Section); Movement Control Unit (formerly Movement Control Section); and Property Management Unit (formerly Property Management Section).

Proposed organizational changes

75. The following changes in organizational units that are part of the supply chain management pillar of mission support are proposed for 2018:

(a) **Acquisition Management Unit (new)**:

(i) Establishment of the Unit;

(ii) Redeployment of five positions, namely, two Field Service (one Vehicle Technician from the Surface Transport Section, one Procurement Assistant from the Procurement Unit); two United Nations Volunteers (one Facilities Management Assistant from the Engineering Section, one Telecommunications Assistant from the Geospatial, Information and Telecommunications

Technologies Section); and one Local level (Supply Assistant from the Centralized Warehousing Unit);

(b) **Procurement Unit** (formerly Procurement Section):

(i) Renaming the Section the Procurement Unit;

(ii) Abolishment of one National Professional Officer position (Assistant Procurement Officer);

(iii) Redeployment of one Field Service position (Procurement Assistant) to the Acquisition Management Unit to carry out vendor performance management;

(iv) Establishment of one Local level position (Procurement Assistant) to review purchasing requests ensuring the adequacy of details and specifications, carry out sourcing, prepare local contracts committee presentations, and prepare documentation for contract signing;

(c) **Centralized Warehousing Unit** (formerly Integrated Warehousing Section):

(i) Renaming the Section the Centralized Warehousing Unit;

(ii) Abolishment of two positions, namely, one Field Service (Property Control and Inventory Assistant); and one Local level (Facilities Management Assistant);

(iii) Redeployment of 16 positions to the General Supply and Fuel Unit of the service delivery pillar, namely, one P-3 (Supply Officer); one P-2 (Associate Supply Officer); one Field Service (Fuel Assistant); 10 Local level (nine Supply Assistants, one Fuel Assistant); and three United Nations Volunteers (two Fuel Assistants, one Warehouse Assistant);

(iv) Redeployment of two positions, namely, one National Professional Officer (Assistant Supply Officer) to the Engineering and Facilities Maintenance Section of the service delivery pillar; and one Local level (Supply Assistant) to the Acquisition Management Unit;

(v) Redeployment of nine positions from the Property Management Unit, namely, one P-4 (Property Management Officer); one Field Service (Claims Assistant); five Local level (three Receiving and Inspection Assistants, one Claims Assistant, one Property Disposal Assistant); and two United Nations Volunteers (one Mail Assistant, one Receiving and Inspection Assistant);

(d) **Movement Control Unit** (formerly Movement Control Section):

(i) Renaming the Section the Movement Control Unit;

(ii) Abolishment of three Local level positions (Drivers);

(iii) Redeployment of one United Nations Volunteer position (Information Management Assistant) to the Office of the Chief of Mission Support to address issues related to oversight bodies;

(e) **Property Management Unit** (formerly Property Management Section):

(i) Renaming the Section the Property Management Unit;

(ii) Redeployment of nine positions to the Centralized Warehousing Unit, namely, one P-4 (Property Management Officer); one Field Service (Claims Assistant); five Local level (three Receiving and Inspection Assistants, one Claims Assistant, one Property Disposal Assistant); and two United Nations Volunteers (one Mail Assistant, one Receiving and Inspection Assistant);

(f) **Engineering Section**:

(i) Redeployment of one United Nations Volunteer position (Facilities Management Assistant) to the Acquisition Management Unit;

(ii) Abolishment of one P-3 position (Engineer);

(iii) Redeployment of the Section to the service delivery pillar with its remaining 23 positions, namely, one P-4 (Chief of Unit, Engineering); one P-3 (Engineer); two Field Service (one Facilities Management Assistant, one Engineering Technician); two National Professional Officer (Assistant Engineers); nine Local level (four Generator Mechanics, two Facilities Management Assistants, two Heating, Ventilation and Air Conditioning Assistants, one Electrician); and eight United Nations Volunteers (six Facilities Management Assistants, two Engineers);

(g) **Facilities Management Unit**:

(i) Abolishment of three positions, namely, two United Nations Volunteers (Facilities Management Assistants); and one Local level (Facilities Management Assistant);

(ii) Redeployment of one United Nations Volunteer position (Administrative Assistant) to the Office of the Chief of Service Delivery under the service delivery pillar;

(iii) Redeployment of the Unit to the service delivery pillar with its remaining seven positions, namely, one Field Service (Facilities Management Officer); three Local level (Facilities Management Assistants); and three United Nations Volunteers (Facilities Management Assistants);

(h) **Geospatial, Information and Telecommunications Technologies Section**:

(i) Abolishment of four positions, namely, one Field Service (Telecommunications Technician); two United Nations Volunteers (one Material and Assets Officer, one Billing Assistant); and one Local level (Information Systems Assistant);

(ii) Redeployment of one United Nations Volunteer position (Telecommunications Assistant) to the Acquisition Management Unit;

(iii) Redeployment of the Section to the operations and resource management pillar with its remaining 47 positions, namely, one P-4 (Chief of Unit, Information Systems and Telecommunications); nine Field Service (four Telecommunications Technicians, three Information Systems Assistants, two Information Systems Officers); five National Professional Officer (three Associate Information Systems Officers, one Associate Telecommunications Officer, one Assistant Geospatial Information Officer); 26 Local level (11 Telecommunications Assistants, 10 Information Systems Assistants, two Mail Assistants, one Administrative Assistant, one Information Management Assistant, one Receiving and Inspection Assistant); and six United Nations Volunteers (two Local and Wide Area Network Technicians, one Information Systems Officer, one Information Management Assistant, one Geographic Information Assistant, one Material and Assets Assistant);

(i) **Air Operations Section**:

(i) Abolishment of five positions, namely, one Field Service (Air Operations Assistant); and four Local level (three Air Operations Assistants, one Driver);

(ii) Redeployment of the Section to the service delivery pillar with its remaining 19 positions, namely, one P-4 (Chief of Unit, Air Operations); two P-3 (one Air Operations Officer, one Aviation Technical Compliance Officer); one Field Service (Air Operations Officer); one National Professional Officer (Associate Air Operations Officer); 10 Local level (seven Air Operations Assistants, one Assistant Air Operations Officer, one Administrative Assistant, one Airfield Assistant); and four United Nations Volunteers (three Air Operations Officers, one Fire Safety Officer);

(j) **Surface Transport Section**:

(i) Abolishment of 17 Local level positions (16 Drivers, one Administrative Assistant);

(ii) Redeployment of two positions, namely, one Field Service (Vehicle Technician) to the Acquisition Management Unit; and one Local level (Driver) to the provincial office in Baghlan (Pul-e Khumri);

(iii) Redeployment of the Section to the service delivery pillar with its remaining 129 positions, namely, three Field Service (two Transport Assistants, one Transport Officer); one National Professional Officer (Assistant Transport Officer); 120 Local level (92 Drivers, 13 Vehicle Technicians, 11 Transport Assistants, four Heavy Vehicle Operators); and five United Nations Volunteers (two Dispatchers, two Vehicle Technicians, one Vehicle Mechanic).

Service delivery

Table 14
Staffing requirements: service delivery

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Office of the Chief of Service Delivery																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	1	–	–	–	1	–	–	1	–	–	1	2
Change	–	–	–	–	1	–	–	–	1	–	–	1	–	–	1	2
Aviation Section (formerly Air Operations Section)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	1	2	–	3	1	–	4	2	9	4	19
Change	–	–	–	–	–	1	2	–	3	1	–	4	2	9	4	19
General Supply and Fuel Unit (new)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	–	1	1	2	1	–	3	–	10	3	16
Change	–	–	–	–	–	–	1	1	2	1	–	3	–	10	3	16
Engineering and Facilities Maintenance Section																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	1	1	–	2	3	–	5	4	12	11	32
Change	–	–	–	–	–	1	1	–	2	3	–	5	4	12	11	32

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Transport Unit (formerly Surface Transport Section)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	–	–	–	–	3	–	3	1	121	5	130
Change	–	–	–	–	–	–	–	–	–	3	–	3	1	121	5	130
Medical, Staff Counselling and Welfare Section																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	1	2	–	3	–	–	3	5	5	9	22
Change	–	–	–	–	–	1	2	–	3	–	–	3	5	5	9	22
Total, service delivery																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	1	3	6	1	11	8	–	19	12	157	33	221
Change	–	–	–	–	–	3	6	1	11	8	–	19	12	157	33	221

76. The following organizational units are part of the service delivery pillar of mission support: Office of the Chief of Service Delivery; Aviation Section (formerly Air Operations Section); General Supply and Fuel Unit (new); Engineering and Facilities Maintenance Section; Transport Unit (formerly Surface Transport Section); and Medical, Staff Counselling and Welfare Section.

Proposed organizational changes

77. It is proposed that the service delivery pillar be established under mission support. Further, the following changes in organizational units that it is proposed should be part of the service delivery pillar of mission support are proposed for 2018:

(a) **Office of the Chief of Service Delivery**:

(i) Establishment of the Office;

(ii) Establishment of one P-5 position (Chief of Service Delivery) to lead on service delivery management and provide technical support to Mission clients;

(iii) Redeployment of one United Nations Volunteer position (Administrative Assistant) from the Facilities Management Unit of the supply chain management pillar to provide administrative support;

(b) **Aviation Section** (formerly Air Operations Section):

(i) Redeployment of the Air Operations Section from the supply chain management pillar with its 19 positions, namely, one P-4 (Chief of Unit, Air Operations); two P-3 (one Air Operations Officer, one Aviation Technical Compliance Officer); one Field Service (Air Operations Officer); one National Professional Officer (Associate Air Operations Officer); 10 Local level (seven Air Operations Assistants, one Assistant Air Operations Officer, one Administrative Assistant, one Airfield Assistant); and four United Nations Volunteers (three Air Operations Officers, one Fire Safety Officer);

(ii) Renaming the Section the Aviation Section;

(iii) Reclassification of one Local level position (Air Operations Assistant) as National Professional Officer level (Assistant Air Operations Officer) in view of the proposed restructuring of the aviation sector and the resulting reassignment of duties among the remaining staff of the Section, where the supervisory role of activities has become more relevant and important to ensure the safety of operations;

(c) **General Supply and Fuel Unit** (new):

(i) Establishment of the Unit;

(ii) Redeployment of 16 positions from the Centralized Warehousing Unit of the supply chain management pillar, namely, one P-3 (Supply Officer); one P-2 (Associate Supply Officer); one Field Service (Fuel Assistant); 10 Local level (nine Supply Assistants, one Fuel Assistant); and three United Nations Volunteers (two Fuel Assistants, one Warehouse Assistant);

(d) **Engineering and Facilities Maintenance Section**:

(i) Redeployment of the Engineering Section from the supply chain management pillar with its 23 positions, namely, one P-4 (Chief of Unit, Engineering); one P-3 (Engineer); two Field Service (one Facilities Management Assistant, one Engineering Technician); two National Professional Officer (Assistant Engineers); nine Local level (four Generator Mechanics, two Facilities Management Assistants, two Heating, Ventilation and Air Conditioning Assistants, one Electrician); and eight United Nations Volunteers (six Facilities Management Assistants, two Engineers);

(ii) Redeployment of the Facilities Management Unit from the supply chain management pillar with its seven positions, namely, one Field Service (Facilities Management Officer); three Local level (Facilities Management Assistants); and three United Nations Volunteers (Facilities Management Assistants);

(iii) Merger of the Engineering Section and the Facilities Management Unit and renaming them the Engineering and Facilities Maintenance Section;

(iv) Redeployment of two National Professional Officer positions, namely one Assistant Supply Officer from the Centralized Warehousing Unit of the supply chain management pillar to manage the workload of the Section with respect to high priority security-related projects; and one Assistant Electrical Engineer from the regional office in Kabul to assist in the management of the electro-mechanical unit;

(e) **Transport Unit** (formerly Surface Transport Section):

(i) Redeployment of the Surface Transport Section from the supply chain management pillar with its 129 positions, namely, three Field Service (two Transport Assistants, one Transport Officer); one National Professional Officer (Assistant Transport Officer); 120 Local level (92 Drivers, 13 Vehicle Technicians, 11 Transport Assistants, four Heavy Vehicle Operators); and five United Nations Volunteers (two Dispatchers, two Vehicle Technicians, one Vehicle Mechanic);

(ii) Redeployment of one Local level position (Transport Assistant) from the regional office in Kabul;

(iii) Renaming the Section the Transport Unit;

(f) **Medical, Staff Counselling and Welfare Section**:

(i) Redeployment of the Medical Services Section from the former Deputy Chief of Mission pillar with its 14 positions, namely, one P-4 (Chief of Unit,

Medical); one P-3 (Medical Officer); three National Professional Officer (two Medical Officers, one Assistant Pharmacist); four Local level (three Nurses, one Driver); and five United Nations Volunteers (three Medical Technicians, two Medical Officers);

(ii) Redeployment of the Staff Counselling and Welfare Unit from the former Deputy Chief of Mission pillar with its seven positions, namely, one P-3 (Staff Counsellor); two National Professional Officer (Associate Staff Counsellors); one Local level (Staff Welfare Assistant); and three United Nations Volunteers (two Staff Counsellors, one Welfare Assistant);

(iii) Merger of the Medical Services Section and the Staff Counselling and Welfare Unit and renaming them the Medical, Staff Counselling and Welfare Section;

(iv) Establishment of one United Nations Volunteer position (Medical Administrator) to carry out administrative activities associated with the proposed joint medical service-cost-sharing of UNAMA medical services with agencies, funds and programmes.

5. Consolidated Kuwait Office

Table 15
Staffing requirements for the Consolidated Kuwait Office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017[a]	–	–	–	–	2	1	2	1	**6**	15	–	**21**	–	21	–	**42**
Proposed 2018[b]	–	–	–	–	2	1	2	1	**6**	14	–	**20**	–	20	–	**40**
Change	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**	–	**(1)**	–	**(2)**

[a] Including 1 P-5, 1 Field Service and 1 Local level positions for the UNAMA Support Office in Kuwait; and 1 P-5, 1 P-4, 2 P-3, 1 P-2, 14 Field Service and 20 Local level positions for the Kuwait Joint Support Office.

[b] Including 1 P-5 position for the UNAMA Support Office in Kuwait; and 1 P-5, 1 P-4, 2 P-3, 1 P-2, 14 Field Service and 20 Local level positions for the Kuwait Joint Support Office.

78. The Consolidated Kuwait Office comprises two components, as follows:

(a) **UNAMA Support Office in Kuwait**, which includes Mission staff located in Kuwait who carry out support functions that are not related to the Kuwait Joint Support Office, and that include one P-5 position (Conduct and Discipline Officer) in the Integrated Conduct and Discipline Unit, one Field Service position (Security Officer), and one Local level position (Security Guard), all reporting directly to their respective Section chiefs located in Kabul. The Support Office includes temporary office space for possible evacuees from Mission field offices that cannot be accommodated elsewhere within the Mission area, or from Kabul, in a possible in extremis situation. For 2018, it is proposed that two positions be abolished in the Support Office, namely, one Field Service (Security Officer) and one Local level (Security Guard);

(b) **Kuwait Joint Support Office**, which provides services to UNAMA and UNAMI in the areas of finance, human resources and travel, and includes 39 UNAMA-funded positions. The staffing resources of the Joint Support Office remain incorporated in the budgets of UNAMA and UNAMI. The UNAMA Support Office

in Kuwait and the Kuwait Joint Support Office are co-located within the premises currently occupied by UNAMI in Kuwait City.

UNAMA Support Office in Kuwait

Table 16
Staffing requirements for the UNAMA Support Office in Kuwait

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017	–	–	–	–	1	–	–	–	1	1	–	2	–	1	–	3
Proposed 2018	–	–	–	–	1	–	–	–	1	–	–	1	–	–	–	1
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	(1)	–	(2)

Kuwait Joint Support Office

Table 17
Staffing requirements for the Kuwait Joint Support Office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Head of Office																
Approved 2017	–	–	–	–	1	1	–	–	2	–	–	2	–	1	–	3
Proposed 2018	–	–	–	–	1	1	–	–	2	–	–	2	–	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Human Resources Section																
Approved 2017	–	–	–	–	–	–	1	–	1	6	–	7	–	6	–	13
Proposed 2018	–	–	–	–	–	–	1	–	1	6	–	7	–	6	–	13
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance Section (including Payroll Cluster)																
Approved 2017	–	–	–	–	–	–	1	1	2	4	–	6	–	10	–	16
Proposed 2018	–	–	–	–	–	–	1	1	2	4	–	6	–	10	–	16
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Travel Section																
Approved 2017	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Proposed 2018	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Quality/Performance Management																
Approved 2017	–	–	–	–	–	–	–	–	–	3	–	3	–	1	–	4
Proposed 2018	–	–	–	–	–	–	–	–	–	3	–	3	–	1	–	4
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Total, Kuwait Joint Support Office																
Approved 2017	–	–	–	–	1	1	2	1	5	14	–	19	–	20	–	39
Proposed 2018	–	–	–	–	1	1	2	1	5	14	–	19	–	20	–	39
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

79. The Kuwait Joint Support Office will continue to be supported by UNAMA and UNAMI. Accountability for the performance of the Office remains with both Missions. The resources for the Office are determined on the basis of the number of clients (international and national staff and uniformed personnel) that are supported. The Kuwait Joint Support Office Steering Committee, composed of the Chiefs of Mission Support of UNAMA and UNAMI, representatives of the Department of Field Support and the management team of the Kuwait Joint Support Office, has responsibility for ensuring a high level of service delivery quality in all areas of finance, human resources and travel supported by the Kuwait Joint Support Office.

80. The Kuwait Joint Support Office has assumed additional delegation of authority for the delivery of finance and human resources support services to the United Nations Regional Centre for Preventive Diplomacy for Central Asia based in Ashgabat. Support has also been extended to the Office of the Special Envoy of the Secretary-General for Syria in 2017.

81. The Office, which has an approved staffing strength in 2017 of 33 positions funded by UNAMI and 39 positions funded by UNAMA, is assigned dual responsibilities and supports both UNAMI and UNAMA in carrying out administrative tasks, including in the areas of human resources, finance and travel. In addition to funding the positions within the Office, UNAMI and UNAMA also contribute towards covering the operating costs of the Office.

82. UNAMI and UNAMA both contribute positions to the Joint Support Office. Table 17 provides information on the positions they contribute to the Office in 2017 and the proposed contributions for 2018.

Table 18
Positions contributed by UNAMA and UNAMI to the Kuwait Joint Support Office

	International staff	National staff	Total	Share (percentage)
2017 approved positions				
UNAMA	19	20	39	54
UNAMI	10	23	33	46
Total	**29**	**43**	**72**	**100**
2018 proposed positions				
UNAMA	19	20	39	54
UNAMI	10	23	33	46
Total	**29**	**43**	**72**	**100**
Change	–	–	–	–

6. Field offices in regions and provinces

83. The UNAMA field presence will continue to be central to the engagement of the Mission with its stakeholders across the regions of Afghanistan. The field presence enables the Mission to engage, advocate, monitor and report on various matters related to the Mission mandate, in particular through its outreach to populations in remote areas and in challenging security environments.

84. The Mission currently maintains six regional offices, in Kabul, Kandahar, Herat, Balkh (Mazar-e-Sharif), Nangarhar (Jalalabad) and Paktya (Gardez). In addition, it maintains a presence in six provincial offices, in Farah (Farah), Bamyan, Faryab (Maymana), Badakhshan (Fayz Abad), Baghlan (Pul-e Khumri) and Kunduz.

85. Field offices have a direct reporting line to the Office of the Chief of Staff.

86. In the context of the strategic review, it is proposed that the number of provincial offices be reduced from six to five with the closure of the provincial office in Farah.

87. As part of its proposed revised structure, UNAMA has reviewed the support requirements of field offices and proposes to adjust the numbers of support staff to ensure greater consistency in staffing numbers between offices of similar size, and with similar needs. Linked to this, it is proposed to revise the oversight arrangements in place for the field offices, based on the clustering of the 11 field offices under three sectors. This will increase the span of control of the principal Regional Administrative Officers responsible for the three sectors, namely sector 1 (northern and north-eastern offices, including Badakhshan, Baghlan, Faryab, Mazar-e-Sharif and Kunduz), sector 2 (eastern, south-eastern and central offices, including Jalalabad, Gardez, Bamyan and Kabul), and sector 3 (southern and western offices, including Kandahar and Herat).

88. It is also proposed that the medical section in UNAMA build on existing structures, which had seen the abolishment of medical personnel positions in some field offices, based on the reassurance that the minimum emergency response team capacity was in place under the Medical Emergency Response Team outsourced by UNDP, the cost being shared by UNAMA and the agencies, funds and programmes. In anticipation of the expected discontinuation by the end of 2017 of the external funding for this service, it is proposed that new positions be established for United Nations Volunteers in the field, with emergency medical background, combining the emergency response needs with routine clinical support still provided through National Professional Officers in three field offices. This concept is supported by the extended coverage made possible by having medical personnel residing in the compounds where the international staff work and live, and reducing the response time and exposure associated with emergencies which may occur after hours, or on weekends and holidays, when national staff are not at work and may be prevented from reaching the compounds during certain emergencies.

89. The Mission also proposes to progressively outsource more of the guard duties performed by national staff to unarmed guard private security in Baghlan, Faryab, Gardez, Kunduz, Mazar, Bamyan, Jalalabad and Kandahar.

Table 19
Overall staffing requirements for regional and provincial offices

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2017[a]	–	–	–	–	6	30	28	7	**71**	34	–	**105**	93	420	–	**618**
Proposed 2018[b]	–	–	–	–	6	13	18	3	**40**	28	–	**68**	59	277	7	**411**
Change	–	–	–	–	–	**(17)**	**(10)**	**(4)**	**(31)**	**(6)**	–	**(37)**	**(34)**	**(143)**	**7**	**(207)**

[a] Including six regional and six provincial offices.
[b] Including six regional and five provincial offices.

Regional offices

Table 20
Detailed staffing requirements by regional office

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Kabul																
Approved 2017	–	–	–	–	1	3	3	1	**8**	4	–	**12**	14	30	–	**56**
Proposed 2018	–	–	–	–	1	1	2	1	**5**	4	–	**9**	7	12	–	**28**
Change	–	–	–	–	–	**(2)**	**(1)**	–	**(3)**	–	–	**(3)**	**(7)**	**(18)**	–	**(28)**
Kandahar																
Approved 2017	–	–	–	–	1	5	2	–	**8**	5	–	**13**	12	58	–	**83**
Proposed 2018	–	–	–	–	1	2	2	–	**5**	5	–	**10**	9	35	2	**56**
Change	–	–	–	–	–	**(3)**	–	–	**(3)**	–	–	**(3)**	**(3)**	**(23)**	**2**	**(27)**
Herat																
Approved 2017	–	–	–	–	1	4	3	1	**9**	5	–	**14**	10	33	–	**57**
Proposed 2018	–	–	–	–	1	2	2	–	**5**	5	–	**10**	7	25	1	**43**
Change	–	–	–	–	–	**(2)**	**(1)**	**(1)**	**(4)**	–	–	**(4)**	**(3)**	**(8)**	**1**	**(14)**
Balkh (Mazar-e-Sharif)																
Approved 2017	–	–	–	–	1	4	3	–	**8**	5	–	**13**	13	51	–	**77**
Proposed 2018	–	–	–	–	1	2	3	–	**6**	4	–	**10**	6	35	1	**52**
Change	–	–	–	–	–	**(2)**	–	–	**(2)**	**(1)**	–	**(3)**	**(7)**	**(16)**	**1**	**(25)**
Nangarhar (Jalalabad)																
Approved 2017	–	–	–	–	1	4	3	2	**10**	3	–	**13**	10	47	–	**70**
Proposed 2018	–	–	–	–	1	1	3	1	**6**	3	–	**9**	8	35	1	**53**
Change	–	–	–	–	–	**(3)**	–	**(1)**	**(4)**	–	–	**(4)**	**(2)**	**(12)**	**1**	**(17)**

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Paktya (Gardez)																
Approved 2017	–	–	–	–	1	3	2	2	8	4	–	12	11	39	–	62
Proposed 2018	–	–	–	–	1	1	2	–	4	2	–	6	7	28	1	42
Change	–	–	–	–	–	(2)	–	(2)	(4)	(2)	–	(6)	(4)	(11)	1	(20)
Total, regional offices																
Approved 2017	–	–	–	–	6	23	16	6	51	26	–	77	70	258	–	405
Proposed 2018	–	–	–	–	6	9	14	2	31	23	–	54	44	170	6	274
Change	–	–	–	–	–	(14)	(2)	(4)	(20)	(3)	–	(23)	(26)	(88)	6	(131)

Proposed organizational changes

90. Changes to the staffing structure of regional offices are proposed in the context of the strategic review and to reflect the proposed restructuring of mission support through the standardization of support to field offices. Some Local level positions for Field Security Guards are being proposed for abolition within the context of the Mission's policy to outsource unarmed guard services. The following changes in UNAMA regional offices are therefore proposed for 2018:

(a) **Kabul**:

(i) Abolishment of 24 positions, namely, one P-4 (Civil Affairs Officer), six National Professional Officer (four Associate Civil Affairs Officers, one Assistant Judicial Affairs Officer, one Medical Officer); and 17 Local level (two Liaison Assistants, one Judicial Affairs Assistant, 12 Drivers, one Vehicle Technician, one Field Security Assistant);

(ii) Redeployment of five positions, namely, one P-4 (Judicial Affairs Officer) to the Donor Coordination Section; one P-3 (Political Affairs Officer) to the Peace and Reconciliation Office; two National Professional Officer (one Assistant Electrical Engineer and one Assistant Information Systems Officer) to the Engineering and Facilities Maintenance Section and the Field Technology Section, respectively; and one Local level (Transport Assistant) to the Transport Unit Kabul;

(iii) Establishment of one National Professional Officer position (Associate Political Affairs Officer) to support the Mission's reinforced political mandate and sustainable peacebuilding capacities;

(b) **Kandahar**:

(i) Abolishment of 31 positions, namely, three P-4 (one Political Affairs Officer, one Judicial Affairs Officer, one Civil Affairs Officer); five National Professional Officer (two Associate Civil Affairs Officers, one Assistant Civil Affairs Officer, one Associate Rule of Law Officer, one Assistant Movement Control Officer); and 23 Local level (two Liaison Assistants, one Judicial Affairs Assistant, one Transport Assistant, one Driver, 16 Field Security Guards one Radio Operator, one Field Language Assistant);

(ii) Redeployment of one United Nations Volunteer position (Political Affairs Officer) from the Political Affairs Service to support the Mission's reinforced political mandate and sustainable peacebuilding capacities in the region;

(iii) Establishment of three positions, namely, two National Professional Officer (one Political Affairs Officer, one Associate Political Affairs Officer); and one United Nations Volunteer (Medical Officer);

(c) **Herat**:

(i) Abolishment of 17 positions, namely, two P-4 (one Judicial Affairs Officer, one Civil Affairs Officer); one P-3 (Security Coordination Officer); one P-2 (Associate Civil Affairs Officer); four National Professional Officer (one Assistant Civil Affairs Officer, one Assistant Rule of Law Officer, one Associate Civil Affairs Officer, one Medical Officer); and nine Local level (two Liaison Assistants, one Judicial Affairs Assistant, one Field Language Assistant, three Drivers, one Transport Assistant, one Administrative Assistant);

(ii) Establishment of three positions, namely, one National Professional Officer (Assistant Human Rights Officer) to monitor and carry out human rights activities and support the Afghanistan Independent Human Rights Commission in the region; one Local level (Political Affairs Assistant) to support efforts in monitoring local political, security and social dynamics in the region, including outreach to engage with local interlocutors; and one United Nations Volunteer (Medical Officer);

(d) **Balkh (Mazar-e-Sharif)**:

(i) Abolishment of 26 positions, namely, two P-4 (one Civil Affairs Officer, one Judicial Affairs Officer); one Field Service (Security Officer); seven National Professional Officer (two Assistant Civil Affairs Officers, two Associate Civil Affairs Officers, one Associate Judicial Affairs Officer, one Medical Officer, one Assistant Information Systems Officer); and 16 Local level (three Liaison Assistants, one Judicial Affairs Assistant, one Transport Assistant, one Driver, eight Field Security Guards, two Field Language Assistants);

(ii) Establishment of one United Nations Volunteer position (Medical Officer);

(e) **Nangarhar (Jalalabad)**:

(i) Abolishment of 19 positions, namely, three P-4 (one Judicial Affairs Officer, one Coordination Officer, one Political Affairs Officer); one P-2 (Associate Human Rights Officer); three National Professional Officer (two Associate Civil Affairs Officers, one Associate Rule of Law Officer); and 12 Local level (two Liaison Assistants, two Judicial Affairs Assistants, two Drivers, four Field Security Guards, one Programme Management Assistant, one Field Security Radio Operator);

(ii) Establishment of two positions, namely, one National Professional Officer (Associate Political Affairs Officer) to support the Mission's reinforced political mandate and sustainable peacebuilding capacities; and one United Nations Volunteer (Medical Officer);

(f) **Paktya (Gardez)**:

(i) Abolishment of 19 positions, namely, one P-4 (Civil Affairs Officer), two P-2 (one Associate Electoral Officer, one Associate Political Affairs Officer); one Field Service (Administrative Officer); four National Professional Officer (two Associate Civil Affairs Officers, one Assistant Rule of Law Officer, one Medical Officer); and 11 Local level (two Liaison Assistants, one Judicial

Affairs Assistant, one Facilities Management Assistant, one Transport Assistant, one Vehicle Technician, three Field Security Guards, one Field Language Assistant, one Field Security Assistant);

(ii) Redeployment of two positions, namely, one P-4 (Human Rights Officer) to the Human Rights Service to support critical work to improve gender equality and the human rights situation for women in Afghanistan; and one Field Service (Information Systems Assistant) to the Field Technology Section to strengthen the centralized field technology support capacity in line with the overall enterprise strategy to centralize information and communications technology services;

(iii) Establishment of one United Nations Volunteer position (Medical Officer).

Provincial offices

Table 21
Detailed staffing requirements by provincial office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	*Subtotal*	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Farah (Farah)																
Approved 2017	–	–	–	–	–	1	2	–	3	1	–	4	2	22	–	28
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	(1)	(2)	–	(3)	(1)	–	(4)	(2)	(22)	–	(28)
Bamyan																
Approved 2017	–	–	–	–	–	1	2	–	3	1	–	4	4	32	–	40
Proposed 2018	–	–	–	–	–	1	1	–	2	1	–	3	2	27	–	32
Change	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	(2)	(5)	–	(8)
Faryab (Maymana)																
Approved 2017	–	–	–	–	–	1	2	–	3	1	–	4	3	19	–	26
Proposed 2018	–	–	–	–	–	1	1	–	2	1	–	3	2	16	–	21
Change	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	(1)	(3)	–	(5)
Badakhshan (Fayz Abad)																
Approved 2017	–	–	–	–	–	2	3	–	5	1	–	6	2	28	–	36
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	2	16	–	18
Change	–	–	–	–	–	(2)	(3)	–	(5)	(1)	–	(6)	–	(12)	–	(18)
Baghlan (Pul-e Khumri)																
Approved 2017	–	–	–	–	–	1	1	1	3	1	–	4	3	25	–	32
Proposed 2018	–	–	–	–	–	1	1	–	2	1	–	3	2	22	–	27
Change	–	–	–	–	–	–	–	(1)	(1)	–	–	(1)	(1)	(3)	–	(5)

	Professional and higher categories									General Service and related categories		National staff				
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Kunduz																
Approved 2017	–	–	–	–	–	1	2	–	3	3	–	6	9	36	–	51
Proposed 2018	–	–	–	–	–	1	1	1	3	2	–	5	7	26	1	39
Change	–	–	–	–	–	–	(1)	1	–	(1)	–	(1)	(2)	(10)	1	(12)
Total, provincial offices																
Approved 2017	–	–	–	–	–	7	12	1	20	8	–	28	23	162	–	213
Proposed 2018	–	–	–	–	–	4	4	1	9	5	–	14	15	107	1	137
Change	–	–	–	–	–	(3)	(8)	–	(11)	(3)	–	(14)	(8)	(55)	1	(76)

Proposed organizational changes

91. Changes to the staffing structure of provincial offices are proposed in the context of the strategic review and to reflect the proposed restructuring of mission support through the standardization of support to field offices. Some Local level positions for Field Security Guards are being proposed for abolition within the context of the Mission's policy to outsource unarmed guard services. The following changes in UNAMA provincial offices are therefore proposed for 2018:

(a) **Farah (Farah)**:

(i) Closure of the office;

(ii) Abolishment of 28 positions, namely, one P-4 (Political Affairs Officer); two P-3 (one Political Affairs Officer, one Civil Affairs Officer); one Field Service (Security Officer); two National Professional Officer (one Assistant Human Rights Officer, one Assistant Civil Affairs Officer); and 22 Local level (11 Field Security Guards, three Field Security Radio Operators, two Drivers, one Field Security Assistant, one Human Rights Assistant, one Liaison Assistant, one Political Affairs Assistant, one Administrative Assistant, one Team Assistant);

(b) **Bamyan**: abolishment of eight positions, namely, one P-3 (Civil Affairs Officer); two National Professional Officer (one Associate Civil Affairs Officer, one Assistant Human Rights Officer); and five Local level (three Field Security Guards, two Liaison Assistants);

(c) **Faryab (Maymana)**: abolishment of five positions, namely, one P-3 (Civil Affairs Officer); one National Professional Officer (Assistant Civil Affairs Officer); and three Local level (two Field Security Guards, one Liaison Assistant);

(d) **Badakhshan (Fayz Abad)**:

(i) Nationalization of the office in the context of the strategic review and in view of the relative strength of the national staff and their proven ability to implement the mandate within the specific context of the province without a fixed international presence;

(ii) Abolishment of 18 positions, namely, two P-4 (Political Affairs Officers); two P-3 (one Coordination Officer, one Human Rights Officer); one Field Service (Security Officer); one National Professional Officer (Assistant Civil

Affairs Officer), and 12 Local level (10 Field Security Guards, one Field Security Radio Operator, one Air Operations Assistant);

(iii) Redeployment of one P-3 position (Electoral Affairs Officer) to the Elections Support Office;

(iv) Establishment of one National Professional Officer position (Political Affairs Officer) to serve as Head of Office;

(c) **Baghlan (Pul-e Khumri)**:

(i) Abolishment of seven positions, namely, one P-2 (Associate Civil Affairs Officer); one National Professional Officer (Assistant Civil Affairs Officer); and five Local level (one Liaison Assistant, four Field Security Guards);

(ii) Redeployment of one Local level position (Driver) from the Surface Transport Section;

(iii) Establishment of one Local level position (Political Affairs Assistant) to support the Mission's reinforced political mandate and sustainable peacebuilding capacities;

(f) **Kunduz**:

(i) Abolishment of 15 positions, namely, one P-3 (Civil Affairs Officer); one Field Service (Administrative Officer); three National Professional Officer (two Associate Civil Affairs Officers, one Associate Rule of Law Officer); and 10 Local level (one Liaison Assistant, one Transport Assistant, five Field Security Guards, one Field Security Assistant, one Human Rights Assistant, one Field Language Assistant);

(ii) Redeployment of one P-2 position (Associate Human Rights Officer) from the Human Rights Service to strengthen the Mission's response to evolving human rights issues in the province;

(iii) Establishment of two positions, namely, one National Professional Officer (Associate Political Affairs Officer) to support the Mission's reinforced political mandate and sustainable peacebuilding capacities; and one United Nations Volunteer (Medical Officer) who will also be responsible for providing services for staff of the provincial office in Badakhshan (Fayz Abad).

IV. Analysis of resource requirements

Table 22
Detailed cost estimates
(Thousands of United States dollars)

	2016-2017			*Requirements for 2018*		*Approved budget 2017*	*Variance 2017-2018*
Category of expenditure	*Appropriation*	*Estimated expenditure*[a]	*Variance*	*Total*	*Non-recurrent*		
	(1)	*(2)*	*(3)=(2)-(1)*	*(4)*	*(5)*	*(6)*	*(7)=(4)-(6)*
I. Military and police personnel costs							
1. Military observers	1 027.9	751.7	(276.2)	44.2	–	519.9	(475.7)
2. United Nations police	445.9	313.4	(132.5)	–	–	232.6	(232.6)
Total category I	**1 473.8**	**1 065.1**	**(408.7)**	**44.2**	**–**	**752.5**	**(708.3)**

Category of expenditure	2016-2017 Appropriation (1)	2016-2017 Estimated expenditure[a] (2)	2016-2017 Variance (3)=(2)-(1)	Requirements for 2018 Total (4)	Requirements for 2018 Non-recurrent (5)	Approved budget 2017 (6)	Variance 2017-2018 (7)=(4)-(6)
II. Civilian personnel costs							
1. International staff	134 784.0	132 304.9	(2 479.1)	55 956.9	–	62 220.6	(6 263.7)
2. National staff	88 324.1	94 219.6	5 895.5	32 746.3	–	41 367.5	(8 621.2)
3. United Nations Volunteers	6 935.9	7 802.6	866.7	3 680.1	–	2 948.6	731.5
Total category II	**230 044.0**	**234 327.1**	**4 283.1**	**92 383.3**	**–**	**106 536.7**	**(14 153.4)**
III. Operational costs							
1. Consultants	308.1	375.0	66.9	194.4	–	131.1	63.3
2. Official travel	3 388.2	3 233.1	(155.1)	1 482.5	–	1 666.5	(184.0)
3. Facilities and infrastructure	60 246.1	53 993.7	(6 252.4)	25 803.0	1 757.1	29 014.9	(3 211.9)
4. Ground transportation	3 201.8	3 871.1	669.3	1 016.6	8.7	1 588.6	(572.0)
5. Air transportation	29 333.2	27 225.2	(2 108.0)	11 389.6	2.0	14 845.1	(3 455.5)
6. Communications	7 492.6	8 333.0	840.4	3 480.0	95.1	3 930.5	(450.5)
7. Information technology	5 698.0	8 321.8	2 623.8	2 328.4	256.1	2 700.7	(372.3)
8. Medical	1 153.7	1 074.6	(79.1)	437.2	140.0	594.9	(157.7)
9. Other supplies, services and equipment	5 088.1	4 715.5	(372.6)	1 864.5	–	2 421.8	(557.3)
Total category III	**115 909.8**	**111 143.0**	**(4 766.8)**	**47 996.2**	**2 259.0**	**56 894.1**	**(8 897.9)**
Total requirements	**347 427.6**	**346 535.2**	**(892.4)**	**140 423.7**	**2 259.0**	**164 183.3**	**(23 759.6)**

[a] Actual expenditure as at 31 August 2017 and projections for the remainder of the year.

A. Military and police personnel

	Appropriation 2016-2017	Estimated expenditure 2016-2017	Variance	Total requirements 2018	Approved budget 2017	Variance 2017-2018
Military observers	1 027.9	751.7	(276.2)	44.2	519.9	(475.7)

92. The provision of $44,200 reflects requirements for the deployment of one senior military adviser with respect to mission subsistence allowance ($26,500), travel costs ($7,500), clothing allowance ($200) and death and disability compensation ($10,000). A full incumbency is anticipated during 2018.

93. The actual deployment of military personnel in 2017 is anticipated to result in an average vacancy rate of 0 per cent, compared with the approved rate of 17 per cent.

94. The anticipated unencumbered balance in 2016-2017 relates mainly to lower expenditures to cover mission subsistence allowance as accommodation for military advisers was provided by the Mission.

95. The variance between the 2018 requirements and the 2017 approved budget mainly reflects a reduction in the number of military advisers from 12 in 2017 to one in 2018 in the context of the strategic review.

	Appropriation 2016-2017	*Estimated expenditure 2016-2017*	*Variance*	*Total requirements 2018*	*Approved budget 2017*	*Variance 2017-2018*
United Nations police	445.9	313.4	(132.5)	–	232.6	(232.6)

96. No provision is made for United Nations police as it is proposed that the engagement of five civilian police advisers assigned to the Mission be discontinued in the context of the strategic review.

97. The actual deployment of United Nations police in 2017 is anticipated to result in an average vacancy rate of 20 per cent, compared with the approved rate of 20 per cent.

98. The anticipated unencumbered balance in 2016-2017 relates mainly to lower expenditures to cover mission subsistence allowance as accommodation for police advisers was provided by the Mission.

99. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the disengagement of five civilian police advisers in the context of the strategic review.

B. Civilian personnel

	Appropriation 2016-2017	*Estimated expenditure 2016-2017*	*Variance*	*Total requirements 2018*	*Approved budget 2017*	*Variance 2017-2018*
International staff	134 784.0	132 304.9	(2 479.1)	55 956.9	62 220.6	(6 263.7)

100. The provision of $55,956,900 reflects requirements for salaries ($28,959,200), common staff costs ($22,240,600) and danger pay allowance ($4,757,100) for the deployment of 307 international staff. The cost estimates take into account an estimated vacancy rate of 9 per cent. For positions being proposed for establishment, a vacancy rate of 50 per cent is applied.

101. The provision for salaries is based on the net average monthly salary rates of international staff deployed in all Mission locations. The provision for common staff costs is budgeted at 76.8 per cent of net international salaries.

102. The provision for danger pay allowance would cover compensation for service under dangerous conditions, which is payable to international staff deployed to all locations in Afghanistan only and is budgeted at $1,600 per month per international staff member for 10 months, taking into account the two-month period for official travel, training days and leave days, during which the entitlement for danger pay is not applicable. Rest and recuperation allowance is budgeted at $450 per rest and recuperation cycle per international staff member to cover travel costs to the designated destination for rest and recuperation.

103. The actual deployment of international staff in 2017 is anticipated to result in an average vacancy rate of 9.5 per cent, compared with the approved rate of 14 per cent.

104. The anticipated unencumbered balance in 2016-2017 relates mainly to a lower average post adjustment rate of 51.4 per cent for Afghanistan and 35.9 per cent for Kuwait in 2017, compared with the budgeted rates of 52.9 and 37.1 per cent, respectively.

105. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the proposed net decrease of 49 international positions (37 Professional and 12 Field Service), resulting from the proposed abolition of 61 positions (49 Professional and 12 Field Service) and the establishment of 12 Professional positions.

106. The variance also includes the proposed abolition of two Field Service positions (one Property Control and Inventory Assistant in the Centralized Warehousing Unit, one Telecommunications Technician in the Field Technology Section), which reflects reductions resulting from efficiencies that the Mission plans to bring about in 2018-2019.

	Appropriation 2016-2017	*Estimated expenditure 2016-2017*	*Variance*	*Total requirements 2018*	*Approved budget 2017*	*Variance 2017-2018*
National staff	88 324.1	94 219.6	5 895.5	32 746.3	41 367.5	(8 621.2)

107. The provision of $32,746,300 reflects requirements for salaries ($20,183,100), common staff costs ($7,375,500), compensation for deployment to a dangerous duty station ($4,987,700) and overtime ($200,000) for the deployment of 863 national staff. The cost estimates take into account estimated vacancy rates of 5 per cent for National Professional Officers and 3 per cent for Local level positions. For positions being proposed for establishment, vacancy rates of 50 and 35 per cent are applied, for National Professional Officer and Local level positions, respectively.

108. The provision for national salaries is budgeted using salary scales for Afghanistan, effective 1 March 2015. The provision for salaries of Local level staff deployed in Kuwait is budgeted using salary scales for Kuwait effective April 2008.

109. The provision for common staff costs is budgeted at 37 per cent of net national salaries for staff based in Afghanistan, Islamabad and Tehran and at 25 per cent for staff based in Kuwait.

110. The provision for danger pay allowance would cover compensation for deployment to a dangerous duty station. The provision for overtime is made for national staff that cover services outside business hours.

111. The actual deployment of national staff in 2017 is anticipated to result in average vacancy rates of 8.0 per cent and 3.5 per cent for National Professional Officers and Local level staff, respectively, as compared with the approved rates of 10 per cent and 5 per cent.

112. The anticipated overrun in 2016-2017 relates mainly to payment of salaries at higher actual rates compared with budgeted rates, and to lower actual average vacancy rates compared with budgeted rates.

113. The variance between the 2018 requirements and the 2017 approved budget reflects mainly:

(a) The proposed net decrease of 249 national positions (45 National Professional Officer and 204 Local level), resulting from the proposed abolition of 262 positions (55 National Professional Officer and 207 Local level) and the establishment of 13 positions (9 National Professional Officer and 4 Local level);

(b) Provisions made for the salaries and common staff costs of 44 Local level positions for 4 months instead of 12, based on a new cost-sharing arrangement between UNAMA and agencies, funds and programmes.

114. The variance also includes the proposed abolition of five positions, namely, three Local level (one Human Resources Assistant in the Human Resources Section, one Facilities Management Assistant in the Centralized Warehousing Unit, one Information Systems Assistant in the Field Technology Section); and two National Professional Officer (one Assistant Procurement Officer in the Procurement Unit, one Information Systems Assistant in the regional office in Balkh (Mazar-e-Sharif)), which reflects reductions resulting from efficiencies that the Mission plans to bring about in 2018-2019.

	Appropriation 2016-2017	*Estimated expenditure 2016-2017*	*Variance*	*Total requirements 2018*	*Approved budget 2017*	*Variance 2017-2018*
United Nations Volunteers	6 935.9	7 802.6	866.7	3 680.1	2 948.6	731.5

115. The provision of $3,680,100 reflects requirements for the deployment of 68 United Nations Volunteers to cover recurrent and non-recurrent costs ($3,155,000), taking into account an estimated vacancy rate of 5 per cent and programme support costs payable to United Nations Volunteers headquarters in Bonn, Germany ($525,100).

116. The cost estimates take into account a vacancy rate of 5 per cent for 2018. The actual deployment of United Nations Volunteers in 2017 is anticipated to result in an average actual vacancy rate of 5 per cent, compared with the approved rate of 22 per cent.

117. The anticipated overrun in 2016-2017 relates mainly to the increased projected programme support cost for the United Nations Volunteers and the lower actual vacancy rate of 5 per cent during 2017, compared with the approved rate of 22 per cent for 2017.

118. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the proposed net increase of 7 United Nations Volunteers, resulting from the proposed abolition of 5 and the establishment of 12 positions, and the application of a 5 per cent estimated vacancy rate. The variance also includes the proposed abolition of two United Nations Volunteer positions in the Geospatial, Information and Telecommunications Technologies Section (one Material and Assets Officer and one Billing Assistant), which reflects reductions resulting from efficiencies that the Mission plans to bring about in 2018-2019.

C. Operational costs

	Appropriation 2016-2017	*Estimated expenditure 2016-2017*	*Variance*	*Total requirements 2018*	*Approved budget 2017*	*Variance 2017-2018*
Consultants	308.1	375.0	66.9	194.4	131.1	63.3

119. The provision of $194,400 reflects requirements for the engagement of consultants for the provision of technical and specialized expertise with respect to non-training activities carried out to support substantive areas of the Mission ($86,400) and training activities for Mission personnel ($108,000).

120. The anticipated overrun in 2016-2017 relates mainly to additional expenditures to cover the cost of consultancy services for a post classification exercise.

121. The variance between the 2018 requirements and the 2017 approved budget mainly reflects increased requirements for consultancy services to support the Political Affairs Service in the area of conflict analysis and conflict dynamics to gather information and analysis on regional cooperation, subnational political developments and conflict development and dynamics.

	Appropriation 2016-2017	*Estimated expenditure 2016-2017*	*Variance*	*Total requirements 2018*	*Approved budget 2017*	*Variance 2017-2018*
Official travel	3 388.2	3 233.1	(155.1)	1 482.5	1 666.5	(184.0)

122. The provision of $1,482,500 reflects requirements for official travel to carry out non-training ($1,133,300) and training ($349,200) activities.

123. The proposed requirements for official travel of staff for non-training activities include travel within and outside the Mission area, as follows:

(a) Travel within the Mission area includes the travel of staff to provide essential technical support to field offices and to ensure that regular programme consultation takes place among the various components of the Mission to enable it to achieve the efficient implementation of its mandate;

(b) Travel outside the Mission area includes the official travel of the Special Representative of the Secretary-General and members of his senior staff in connection with the implementation of the Mission mandate, to attend various high-level conferences on Afghanistan and to visit and hold meetings with donor countries in their capital cities; official travel for consultations with political counterparts; and the provision of briefings to the Security Council in New York.

124. The anticipated unencumbered balance in 2016-2017 relates mainly to lower expenditures for travel of staff resulting from actual lower airfare and an increased use of in-house training instead of external training.

125. The variance between the 2018 requirements and the 2017 approved budget mainly reflects decreased requirements for travel of staff as a result of the proposed reduction in staffing levels.

	Appropriation 2016-2017	*Estimated expenditure 2016-2017*	*Variance*	*Total requirements 2018*	*Approved budget 2017*	*Variance 2017-2018*
Facilities and infrastructure	60 246.1	53 993.7	(6 252.4)	25 803.0	29 014.9	(3 211.9)

126. The provision of $25,803,000 reflects requirements for facilities and infrastructure with respect to:

(a) Acquisitions valued at $1,757,100 comprising: accommodation, refrigeration, cooling, heating and ventilation equipment ($219,700), engineering supplies ($290,600), generators and electrical equipment ($340,000), water treatment and fuel distribution equipment ($40,000), office furniture and equipment ($324,800), and safety and security equipment ($542,000);

(b) Rental of premises in Kabul and in regions and provinces in Afghanistan, as well as in Tehran and Dubai ($3,716,100);

(c) Utilities and waste disposal services ($473,500);

(d) Maintenance services valued at $3,460,400 comprising: cleaning services in Kabul and the field ($698,400), the Mission's share of the common services costs

of the United Nations office complex in Afghanistan, including rental ($682,100); surge support and pest control ($120,000); the Mission's share of common services, excluding security and rental for the regional office in Herat ($776,500); other operational maintenance and waste water treatment plant in Kabul and the field, and offices in Islamabad and Kuwait ($367,800); and the cost of outsourcing general and generator maintenance ($815,600);

(e) Security services ($11,069,700), as detailed in annex IV;

(f) Petrol, oil and lubricants for generators, based on an estimated consumption of 5.019 million litres of generator fuel, at an estimated weighted average price for the most recent six months of $0.72 per litre ($3,697,300), and oil and lubricants ($123,200);

(g) Other costs, including stationery and office supplies ($97,600), spare parts and supplies ($543,600), field defence supplies ($81,500), sanitation and cleaning materials ($26,400), alteration and renovation services ($721,600), and architectural and demolition services ($35,000).

127. The anticipated unencumbered balance in 2016-2017 relates mainly to lower expenditures to cover the seventh instalment for the Alpha Compound, which was due in 2016 and for which a provision was made in 2016; it remained unutilized owing to the change in the timing of the recognition of assets and liabilities. Further, some of the projects budgeted in 2017 were implemented in December 2016 from the anticipated unencumbered balance of 2016, there was a lower consumption of fuel, and credits were recorded as recoveries against fuel consumption from other agencies using UNAMA offices in 2016.

128. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the exclusion of requirements to implement environmental and improvement projects, reduced requirements for a solar power project, reduced requirements for maintenance services, utilities and waste disposal services resulting from the proposed closure of the field office in Farah, and reduced requirements to cover the cost of fuel for generators.

	Appropriation 2016-2017	*Estimated expenditure 2016-2017*	*Variance*	*Total requirements 2018*	*Approved budget 2017*	*Variance 2017-2018*
Ground transportation	3 201.8	3 871.1	669.3	1 016.6	1 588.6	(572.0)

129. The provision of $1,016,600 reflects requirements for the ground transportation fleet of the Mission, which comprises 260 vehicles, including 3 light passenger vehicles, 13 special purpose vehicles, 234 armoured vehicles (including 10 ambulances), 9 items of material handling equipment, and 1 aircraft towing tractor. The proposed requirements for 2018 include:

(a) The acquisition of additional vehicle workshop equipment and tools for the Mission vehicle repair shops ($8,700);

(b) The rental of specialized vehicles and heavy equipment for engineering use ($35,000);

(c) Repair and maintenance of vehicles ($113,200);

(d) Insurance to cover third-party liability for vehicles and items of material handling equipment ($9,300);

(e) Spare parts ($496,200);

(f) Petrol, oil and lubricants, based on an estimated monthly average consumption of 33,930 litres. The weighted average price for the most recent six months is $0.72 per litre ($354,200).

130. The anticipated overrun in 2016-2017 relates mainly to additional expenditures for the acquisition of eight additional armoured vehicles.

131. The variance between the 2018 requirements and the 2017 approved budget mainly reflects reduced requirements for repair and maintenance of vehicles, specifically, the replacement of delaminated and cracked ballistic glasses, a decrease in the price per litre of fuel from $0.74 in 2017 to $0.72 in 2018, and a reduced quantity of fuel for 2018.

	Appropriation 2016-2017	*Estimated expenditure 2016-2017*	*Variance*	*Total requirements 2018*	*Approved budget 2017*	*Variance 2017-2018*
Air transportation	29 333.2	27 225.2	(2 108.0)	11 389.6	14 845.1	(3 455.5)

132. The provision of $11,389,600 reflects requirements for the Mission air fleet, which in 2018 will comprise four aircraft, two fixed-wing and two rotary-wing, operating a total of 2,000 hours, as follows:

(a) Rental and operation of fixed-wing aircraft ($5,794,100);

(b) Rental and operation of rotary-wing aircraft ($3,632,600);

(c) Petrol, oil and lubricants, based on an estimated consumption of approximately 1.775 million litres of aviation fuel at a rate of $1.003 per litre ($1,832,400);

(d) Liability insurance ($33,200);

(e) Landing fees and ground handling charges ($31,200);

(f) Air safety equipment and supplies related to air safety ($2,000);

(g) Aircrew subsistence allowance ($5,700);

(h) Air transport services, including air navigation charges for UNAMA flights, charges for air tracking services, subscriptions to aviation planning software and electronic charts to allow for proper planning of internal and international flights and aircraft de-icing services ($58,400).

133. Following a comprehensive review of the Mission air fleet usage and flying hours, it is proposed:

(a) To decrease the flight hours for fixed-wing aircraft by 100 hours, from 1,500 budgeted in 2017 to 1,400 hours in 2018. Further, it was observed by an external aviation assessment that the HS-125 aircraft has technical limitations which prevent its full utilization. The aircraft is specifically limited in the areas of range, airfield temperature and maximum seats available. It is therefore recommended that the HS-125 aircraft be replaced by a CL-604 aircraft. Although the CL-604 has a higher contractual price than the HS-125, its increased passenger capacity and higher performance characteristics would allow the Mission to reduce the fleet by one fixed-wing Beechcraft B-1900D;

(b) To decrease the flight hours for rotary-wing aircraft by 300 hours, from 900 budgeted in 2017 to 600 hours in 2018. Further, it was found prudent not to renew the contract for one of the aircraft that expired in September 2017, which will result in the reduction of the fleet by one rotary-wing aircraft in 2018.

134. The anticipated unencumbered balance in 2016-2017 relates mainly to the termination of the contract for one rotary-wing aircraft (PD/C0157/14) effective September 2017, reduction in actual flight hours, the unused one-time costs for de-positioning, positioning and painting of aircraft, and reduced consumption of fuel.

135. The variance between the 2018 requirements and the 2017 approved budget mainly reflects a proposed change in the composition of the Mission air fleet, namely its reduction by one fixed-wing aircraft and one rotary-wing aircraft.

	Appropriation 2016-2017	*Estimated expenditure 2016-2017*	*Variance*	*Total requirements 2018*	*Approved budget 2017*	*Variance 2017-2018*
Communications	7 492.6	8 333.0	840.4	3 480.0	3 930.5	(450.5)

136. The provision of $3,480,000 reflects requirements for communications with respect to:

(a) The replacement of communications equipment that is past its life expectancy ($80,100);

(b) Commercial communications, including transponder charges, the Mission's share of various leased lines established by the Global Service Centre, Internet services, telephone charges and local leased lines, radio frequency licences, and a post office mailbox in New York ($2,366,400);

(c) Maintenance of equipment and communications support services, including a centralized wide area network communications support service, digital radio support service, and a global support contract with the Global Service Centre for the provision of videoconferencing and uninterruptible power supply maintenance services ($486,900);

(d) Spare parts and supplies ($73,100);

(e) The acquisition of broadcasting equipment and services, printing and reproduction supplies and maintenance, and subscriptions for public information ($473,500).

137. The anticipated overrun in 2016-2017 relates mainly to additional expenditures incurred for the implementation of projects such as radios, workshop tools and diagnostic kits for HF radios, including the replacement of spectrum analysers that are past their life expectancy.

138. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the Mission's significant investments made in networking equipment in 2017, resulting in decreased requirements for 2018, and decreased requirements to cover transponder charges, spare parts and public information services.

	Appropriation 2016-2017	*Estimated expenditure 2016-2017*	*Variance*	*Total requirements 2018*	*Approved budget 2017*	*Variance 2017-2018*
Information technology	5 698.0	8 321.8	2 623.8	2 328.4	2 700.7	(372.3)

139. The provision of $2,328,400 reflects requirements for information technology with respect to:

(a) The replacement of desktop computers, laptops and printers to shift the latter to centrally managed multifunction printers ($242,100);

(b) The acquisition of various software applications ($14,000);

(c) The provision of centralized information technology services to Mission headquarters in Kabul and field offices, as well as centralized data storage services at the Global Service Centre and uninterruptible power supply maintenance support ($1,165,800);

(d) The maintenance and repair of various items of information technology equipment ($588,900);

(e) Spare parts and supplies ($317,600).

140. The anticipated overrun in 2016-2017 relates mainly to additional expenditures incurred for the implementation of projects such as the Cisco voice over IP solution, controller wireless network, access point wireless LAN and firewall network HW and the replacement of access switches, and increased expenditures for software licences and information technology services to support the implementation of several projects implemented in 2016.

141. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the Mission's significant investments made in networking equipment in 2017, resulting in decreased requirements for 2018.

	Appropriation 2016-2017	*Estimated expenditure 2016-2017*	*Variance*	*Total requirements 2018*	*Approved budget 2017*	*Variance 2017-2018*
Medical	1 153.7	1 074.6	(79.1)	437.2	594.9	(157.7)

142. The provision of $437,200 reflects requirements for the acquisition of medical equipment and medical facility products ($140,000), the provision of medical services to staff deployed at all locations in Afghanistan ($97,200), and medical supplies, including medicines, vaccines and laboratory supplies ($200,000).

143. The anticipated unencumbered balance in 2016-2017 relates mainly to lower expenditures for the acquisition of medical supplies and no expenditure for maintenance and repair of medical equipment.

144. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the exclusion of requirements for the Medical Emergency Response Team, reduced requirements for medical supplies and consultation services, and the exclusion of security requirements for individual first aid kit and trauma bags.

	Appropriation 2016-2017	*Estimated expenditure 2016-2017*	*Variance*	*Total requirements 2018*	*Approved budget 2017*	*Variance 2017-2018*
Other supplies, services and equipment	5 088.1	4 715.5	(372.6)	1 864.5	2 421.8	(557.3)

145. The provision of $1,864,500 reflects requirements for other supplies, services and equipment with respect to:

(a) Welfare items for the Mission compound in Kabul and field offices, including replacement and maintenance of welfare and recreational facilities, recreation and entertainment equipment and supplies and other welfare items ($62,500);

(b) Uniforms, flags and decals for security personnel, including uniforms for local security guards and drivers ($182,900);

(c) Training fees, supplies and services ($119,500);

(d) Official functions for field offices ($23,000);

(e) Hospitality for the use of the Special Representative and Deputy Special Representatives of the Secretary-General in supporting their official interactions and those of their senior teams with other international stakeholders ($19,000);

(f) General insurance to provide coverage for cash in transit and for the shipment of equipment and supplies to the Mission area ($49,600);

(g) Bank charges payable to financial institutions in locations where the Mission maintains bank accounts ($450,000);

(h) Miscellaneous claims and adjustments to cover third-party claims for incidents caused by Mission staff in the course of the performance of their official duties and claims for the loss of personal effects ($31,500);

(i) Freight costs, including mail and pouch services, freight forwarding and related costs to cover the shipment of materials and supplies, shipment of equipment and the cost of demurrage and storage ($860,900);

(j) Rations, including the maintenance of the emergency stock of rations and the supply of filtered water in the offices for consumption by staff ($60,200).

146. The anticipated unencumbered balance in 2016-2017 relates mainly to lower bank charges resulting from a new contract entered into with Standard Chartered Bank effective March 2017, and lower expenditures for the acquisition of personnel protection equipment and to cover general insurance charges.

147. The variance between the 2018 requirements and the 2017 approved budget mainly reflects lower anticipated bank charges resulting from a new contract entered into with Standard Chartered Bank effective March 2017.

V. Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and of the Advisory Committee on Administrative and Budgetary Questions

Brief description of the recommendation	*Action taken to implement the recommendation*

Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

Report of the Advisory Committee on Administrative and Budgetary Questions (A/71/595)

Section II.B of the report of the Secretary-General (A/71/365, paras. 122-128) deals with proposed resources for 2017 and provides a broader picture of resource requirements by mission, major category of expenditure and staffing. **The Advisory Committee remains of the view that the report of the Secretary-General should have provided detailed information on major budgetary assumptions used in the preparation of cost estimates, including budgeted, actual and projected vacancy rates, a list of vacancies that have existed for two years or longer (see A/69/628, para. 18) and a detailed explanation of variances in standard ratios for vehicles and information technology equipment (see**

UNAMA concurs and confirms that the Mission continues to provide detailed information and justification on all positions that are vacant for two years or longer, including senior positions. Standard ratios for vehicles are not applicable for armoured vehicles. UNAMA computing devices are within the 1:1 ratio for all individual and general purposes. In 2017, there are 1,468 personnel, with vacancy rates applied, and a total holding of 1,585 computing devices. Holdings not designated to individuals are required to be maintained to ensure business continuity, particularly in the light of the security situation in the Mission area. In addition, deviations from standard ratios are mainly due to devices issued

Brief description of the recommendation	*Action taken to implement the recommendation*
A/70/7/Add.10, paras. 22-28). The Committee recommends that the General Assembly request the Secretary-General to include this information in future budget submissions for special political missions. (para. 17)	to non-UNAMA staff (Department of Safety and Security staff and armed guards).
The Advisory Committee recalls its view that, in his future budget proposals, the Secretary-General should provide information on vacancies, if any, that have existed in the special political missions for two years or longer (see A/68/7/Add.10, para. 23). No such information was included in the report of the Secretary-General. Upon enquiry, the Committee was informed that, as at 30 September 2016, seven positions had been vacant for two years or longer in the Office of the Special Envoy for Syria. **The Advisory Committee recalls that the General Assembly requested the Secretary-General to ensure that vacant posts were filled expeditiously (resolution 66/264, para. 21). The Committee reiterates the view that, as a matter of overall policy, the continuing requirement for posts that have been vacant for two years or longer should be reviewed and justifications provided for their retention. Otherwise, they should be proposed for abolishment (see A/68/7, para. 107).** (para. 22)	UNAMA makes every possible effort to fill positions as soon as possible. However, in some instances the failure to recruit from roster job openings and the extensive length of completing a position-specific job opening result in positions being vacant for two years or longer. Most of these are crucial positions and cannot be considered for abolishment. The staffing structure of the Mission has been reviewed in the context of the strategic review and is presented in the present report.
While the Advisory Committee recognizes the efforts made to gradually reduce the reliance on consultants and the resulting reduction in resource requirements for 2017, the Committee reiterates its view that reliance on the use of external consultants should be kept to an absolute minimum and that the Organization should build and use its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term (A/70/7, para. 116). (para. 29)	UNAMA confirms that it makes every possible effort to utilize internal resources to perform core activities or functions that are recurrent. Only in cases where it is confirmed that these skills/expertise are not available within Mission does UNAMA engage consultants for short periods. The Mission also ensures that these consultants build in-house capacity before completion of their engagement.
The estimated requirements of $16,273,900 for official travel in 2017 reflect a net decrease of $35,900, or 0.2 per cent, compared with the approved provision for 2016. The report of the Secretary-General provides no breakdown by mission of those total estimated requirements, nor does it contain an explanation for the significant variances between the approved resources for official travel in 2016 and the proposed requirements for 2017. **The Advisory Committee expects that such information will be included in future reports of the Secretary-General on financing special political missions. Moreover, given the ever-expanding and improved means of communication, such as videoconferencing, e-mail and other means offered by available technology, the Committee would have expected to see larger reductions in resource requirements for official travel. The**	UNAMA has developed an official travel request form, by means of which the staff member, prior to receiving approval from the Chief of Mission Support, has a discussion and receives confirmation through his/her supervisor that all virtual means of attending training/ workshops and meetings (official travel) such as videoconferences, WebEx, email and teleconference, have been exhausted. UNAMA will continue to explore these options for all future official travel.

Brief description of the recommendation	*Action taken to implement the recommendation*
Committee also expects that, with the implementation of Umoja, comparative information relating to trips planned and actually taken during a given year will be made available in the context of the proposed resource estimates for special political missions. (para. 30)	
While recognizing that, for some missions, the nature of the work involved and the related travel requirements can vary, as can the predictability of certain types of trips, the Advisory Committee is nevertheless dissatisfied with the rates of compliance with the 16-day advance booking policy and finds it unsatisfactory that in some missions the compliance rate in 2016 was even lower than in 2015. The Committee expects that the reasons for the low compliance rates will be analysed, lessons learned and the necessary measures taken to ensure compliance with and fulfilment of the 70 per cent target. The Committee recommends that the General Assembly request the Secretary-General to provide in his future budget submission an explanation for all instances of low compliance on the part of special political missions with the policy of 16-day advance booking of tickets. (para. 32)	The Travel Processing Officer in the Kuwait Joint Support Office is involved at the end of the travel request process. His/her role is to process the travel request (including issuance of tickets), which have been certified by the Certifying Officer at the Mission level. The Travel Processing Officer has to process the travel request whether submitted early or late. It is the Certifying Officer at the Mission level who has the role of submitting questions to the traveller, including justification for late submission. The role of the Travel Processing Officer in the Kuwait Joint Support Office is to proceed with the issuance of tickets, within a maximum of 72 hours, once the travel request is certified. In order to support the Mission in taking measures to reduce the number of such cases, the Kuwait Joint Support Office forwards monthly compliance reports to the Mission for information. The Mission will continue to monitor the compliance of advance booking. With Umoja implementation, the compliance of advance booking has improved from 21 days to 16 days. The Mission has reminded staff to submit all official business travel requests 16 days in advance of departure or provide compelling reasons to support travel requests which are submitted less than 16 days in advance. Certifying Officers in the Mission have been requested not to approve late travel requests submitted without satisfactory justification(s).
The Secretary-General indicates in paragraph 103 of his report that, in line with the request by the General Assembly in its resolutions 61/276 and 66/264 for greater utilization of national staff, the missions are advised to review functions performed by international staff and propose conversion to the National Professional Officer and Local level categories commensurate with the requirements of the mission and its mandate. As indicated in paragraph 104, UNAMI is proposing the reclassification, in 2017, of one position of Travel Assistant (Field Service) to Travel Assistant (Local level) in the Office of the Deputy Chief of Mission Support, in Baghdad. **While recognizing that circumstances relating to security or other factors may limit the possibility of nationalizing some positions, the Advisory Committee is nevertheless dissatisfied with the lack of progress in the implementation of General Assembly resolutions**	UNAMA operates in a highly volatile environment, where in many instances the movement of national staff is restricted. Consequently, in many cases, only international staff can fulfil the Mission mandate. The approved staffing of the Mission in 2017 is composed of 24.3 per cent international staff and 75.7 per cent national staff.

Brief description of the recommendation	*Action taken to implement the recommendation*
61/276 and 66/264. The Committee calls upon the Secretary-General to take all measures necessary to ensure that the resolutions are properly acted upon. (para. 43)	
The Advisory Committee notes that annex VIII to the report provides information on support provided free of charge by the host country to special political missions. The Committee points out, however, that this information does not contain the estimated value of such support. Upon request, the Committee was provided with the annual estimate of contributions from host countries. The Committee is of the view that budget submissions for special political missions should also indicate in-kind contributions by the Government and other United Nations entities. The Committee was informed, upon enquiry, that, for example, airport fees for embarkation/disembarkation at all airports in Iraq and Kuwait were waived for UNAMI. **The Committee trusts that detailed information on in-kind contributions from host countries will be included in future budget submissions for the special political missions. As regards services and assets, the Committee trusts that relevant information provided by other United Nations entities will be included in future budget submissions and performance reports for special political missions and that the corresponding information, including on any related income, will be included in the reports of the entities providing such services or assets.** (para. 47)	Annex III to the present report provides information on contributions provided to UNAMA by host country and/or other United Nations entities (cash and/or in-kind contributions).
While the Advisory Committee does not object to an interim arrangement to support the implementation of Umoja, it recalls that, in accordance with General Assembly resolution 70/248, any changes to the existing and future service delivery model must be approved by the Assembly. The Advisory Committee also recalls that it recommended that the Secretary-General be requested to include, in his next report containing a detailed proposal for the global service delivery model, a fully developed concept for the expansion of shared services to the field, including a business case and comprehensive baseline information, for consideration by the General Assembly, taking into account the comments and observations contained in its report (A/71/666). **The Advisory Committee trusts that this proposal will also respond to its previous request, endorsed by the General Assembly in its resolution 68/247 A, to provide the full costs and benefits analysis, both qualitative and quantitative, of the Kuwait Joint Support Office (see A/70/7/Add.10, para. 58, and A/69/628, para. 56).** (para. 55)	A costs and benefits analysis of the Kuwait Joint Support Office was prepared by the Office's Management Team in April 2017. The document was made available to the Board of Auditors in April 2017.

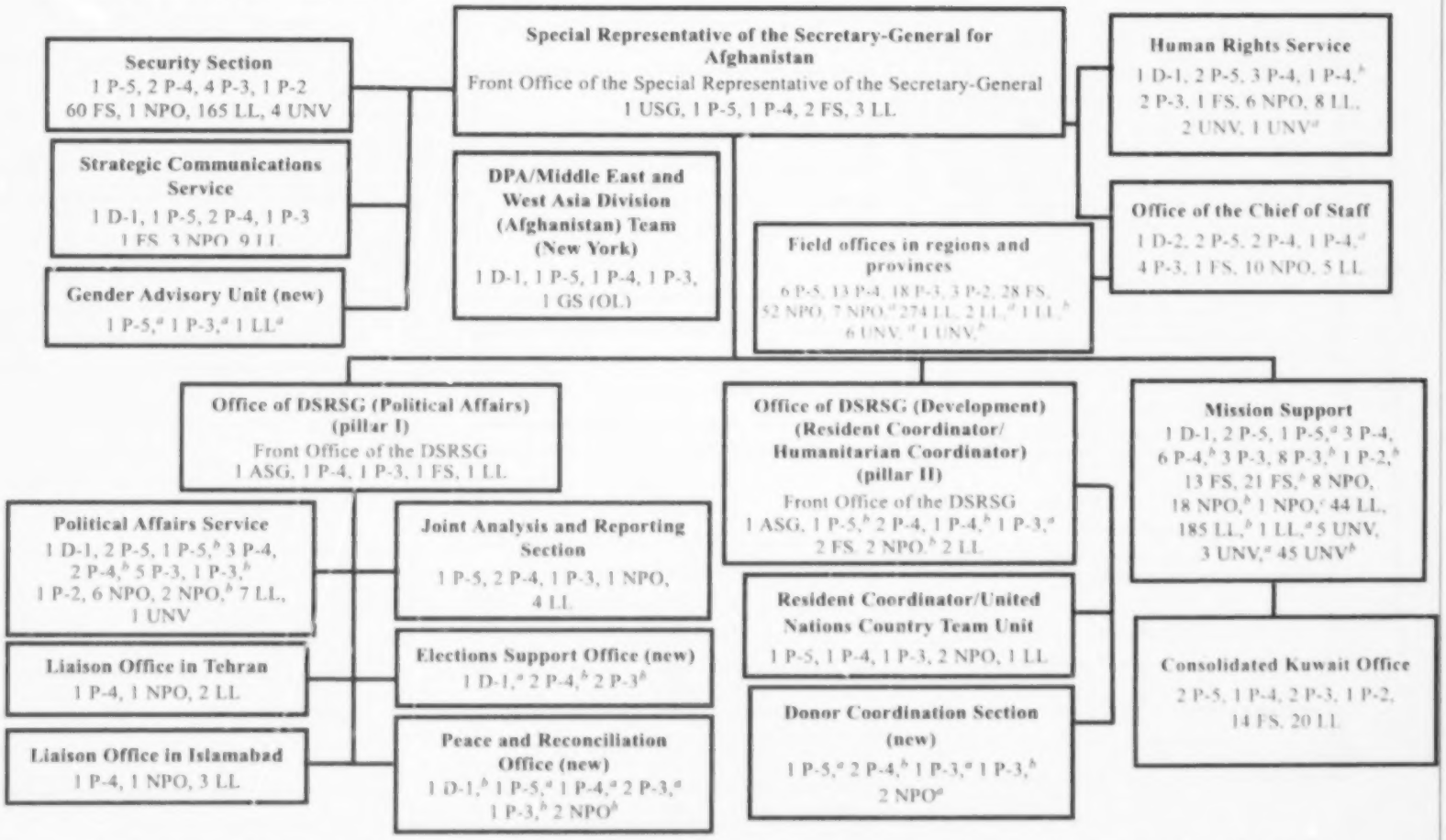
Brief description of the recommendation	*Action taken to implement the recommendation*
Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council	
United Nations Assistance Mission in Afghanistan	
Report of the Advisory Committee on Administrative and Budgetary Questions (A/71/595/Add.4)	
The Advisory Committee is concerned about the high number of loan arrangements and expresses regret that the necessary adjustments to the staffing table were not made on an annual basis within the context of the budget process, given the long-standing existence of many temporary positions, and that these movements of staff were not reported for an extensive period of time. The Committee also regrets that insufficient information was provided on the occurrence of loan arrangements in other special political missions and that the relevant intergovernmental bodies were not made aware of the actual deployments of staff and, as a result, examined staffing tables that did not reflect the actual deployments. The Committee expects that the normal process for proposed staffing adjustments relating to posts reflecting established rules and practices will be followed and appropriately justified in the future. The Committee provides further comments and recommendations in this regard in its main report (A/71/595). (para. 18)	UNAMA has taken corrective steps to ensure that all loaned positions are correctly recorded and justified, and makes every effort to regularize or return the positions at the end of the loan period. UNAMA also ensures that the loan period does not exceed the budget cycle during which the loan is executed.
In section II, paragraph 2, of its resolution 69/274 B, the General Assembly decided that the budgetary presentation relating to the provision of security services required improvement, including the provision of sufficient detailed information thereon and, more specifically, clear information relating to contractual personnel provided by private security firms and details on how the release of supplies in support of such personnel was authorized and accounted for (see A/69/628/Add.2, paras. 42 and 43). In its resolution 70/248 A, the General Assembly endorsed the recommendation of the Advisory Committee that detailed information relating to the resource requirements for security services be provided (see A/70/7/Add.14, para. 33). During its current deliberations, the Committee once more requested and was provided with a detailed breakdown of the proposed security services, including the number and location of guards and the total costs per category and time period. **The Advisory Committee stresses the need for greater transparency and that sufficient information should be provided in future budget submissions. The Committee reiterates its request that detailed information relating to the resource requirements in respect of security services be**	Annex IV to the present report provides information to address this recommendation.

Brief description of the recommendation	*Action taken to implement the recommendation*
included in future budget submissions for UNAMA. (para. 29)	
The provision of $29,014,900 (see A/71/365/Add.4, para. 235) reflects requirements for facilities and infrastructure with respect to alterations, renovation and construction services, of which $700,000 is proposed for architectural and demolition services (ibid., para. 235 (h)). The Committee was informed upon enquiry that the amount of $700,000 was for the partial shifting of electrical power generation from fossil fuel to solar power at one field office, which was a project being implemented under the direction of the Department of Field Support at all field missions with the aim of achieving a 50 per cent reduction in the carbon footprint by 2020. The Committee was also informed that, following a survey of UNAMA compounds conducted by the Engineering Standardization and Design Centre in Brindisi, the reduction of the carbon footprint at four field office compounds, namely, Balkh (Mazar-e-Sharif), Nangarhar (Jalalabad), Kandahar and Bamyan, was recommended. As a result, it was proposed that the first carbon footprint reduction project be implemented at the regional office in Balkh (Mazar-e-Sharif). The cost of the project was estimated at $700,000, including the installation of a solar power generation system of 150kW capacity, with recovery of the investment projected in 7.7 years. **The Advisory Committee encourages UNAMA to continue its efforts aimed at minimizing its environmental footprint. The Committee welcomes the environmental initiative and recommends that UNAMA provide a cost/benefit analysis of the solar power project, including the costs to be incurred, the savings envisaged and the estimated payback or investment recovery period over the life of the field office project.** (para. 32)	Additional information on this recommendation will be provided separately.

Annex I

Organization charts

A. United Nations Assistance Mission in Afghanistan


Special Representative of the Secretary-General for Afghanistan
Front Office of the Special Representative of the Secretary-General
1 USG, 1 P-5, 1 P-4, 2 FS, 3 LL
Security Section
1 P-5, 2 P-4, 4 P-3, 1 P-2
60 FS, 1 NPO, 165 LL, 4 UNV
Strategic Communications Service
1 D-1, 1 P-5, 2 P-4, 1 P-3
1 FS, 3 NPO, 9 LL
Gender Advisory Unit (new)
1 P-5,[a] 1 P-3,[a] 1 LL[a]
DPA/Middle East and West Asia Division (Afghanistan) Team (New York)
1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 GS (OL)
Human Rights Service
1 D-1, 2 P-5, 3 P-4, 1 P-4,[b] 2 P-3, 1 FS, 6 NPO, 8 LL, 2 UNV, 1 UNV[a]
Office of the Chief of Staff
1 D-2, 2 P-5, 2 P-4, 1 P-4,[c] 4 P-3, 1 FS, 10 NPO, 5 LL
Field offices in regions and provinces
6 P-5, 13 P-4, 18 P-3, 3 P-2, 28 FS, 52 NPO, 7 NPO,[a] 274 LL, 2 LL,[c] 1 LL,[b] 6 UNV, [a] 1 UNV,[b]
Office of DSRSG (Political Affairs) (pillar I)
Front Office of the DSRSG
1 ASG, 1 P-4, 1 P-3, 1 FS, 1 LL
Office of DSRSG (Development) (Resident Coordinator/ Humanitarian Coordinator) (pillar II)
Front Office of the DSRSG
1 ASG, 1 P-5,[b] 2 P-4, 1 P-4,[b] 1 P-3,[a] 2 FS, 2 NPO,[b] 2 LL
Mission Support
1 D-1, 2 P-5, 1 P-5,[a] 3 P-4, 6 P-4,[b] 3 P-3, 8 P-3,[b] 1 P-2,[b] 13 FS, 21 FS,[b] 8 NPO, 18 NPO,[b] 1 NPO,[c] 44 LL, 185 LL,[b] 1 LL,[a] 5 UNV, 3 UNV,[a] 45 UNV[b]
Political Affairs Service
1 D-1, 2 P-5, 1 P-5,[b] 3 P-4, 2 P-4,[b] 5 P-3, 1 P-3,[b] 1 P-2, 6 NPO, 2 NPO,[b] 7 LL, 1 UNV
Joint Analysis and Reporting Section
1 P-5, 2 P-4, 1 P-3, 1 NPO, 4 LL
Liaison Office in Tehran
1 P-4, 1 NPO, 2 LL
Elections Support Office (new)
1 D-1,[a] 2 P-4,[b] 2 P-3[b]
Liaison Office in Islamabad
1 P-4, 1 NPO, 3 LL
Peace and Reconciliation Office (new)
1 D-1,[b] 1 P-5,[a] 1 P-4,[a] 2 P-3,[a] 1 P-3,[b] 2 NPO[b]
Resident Coordinator/United Nations Country Team Unit
1 P-5, 1 P-4, 1 P-3, 2 NPO, 1 LL
Donor Coordination Section (new)
1 P-5,[a] 2 P-4,[b] 1 P-3,[a] 1 P-3,[b] 2 NPO[a]
Consolidated Kuwait Office
2 P-5, 1 P-4, 2 P-3, 1 P-2, 14 FS, 20 LL

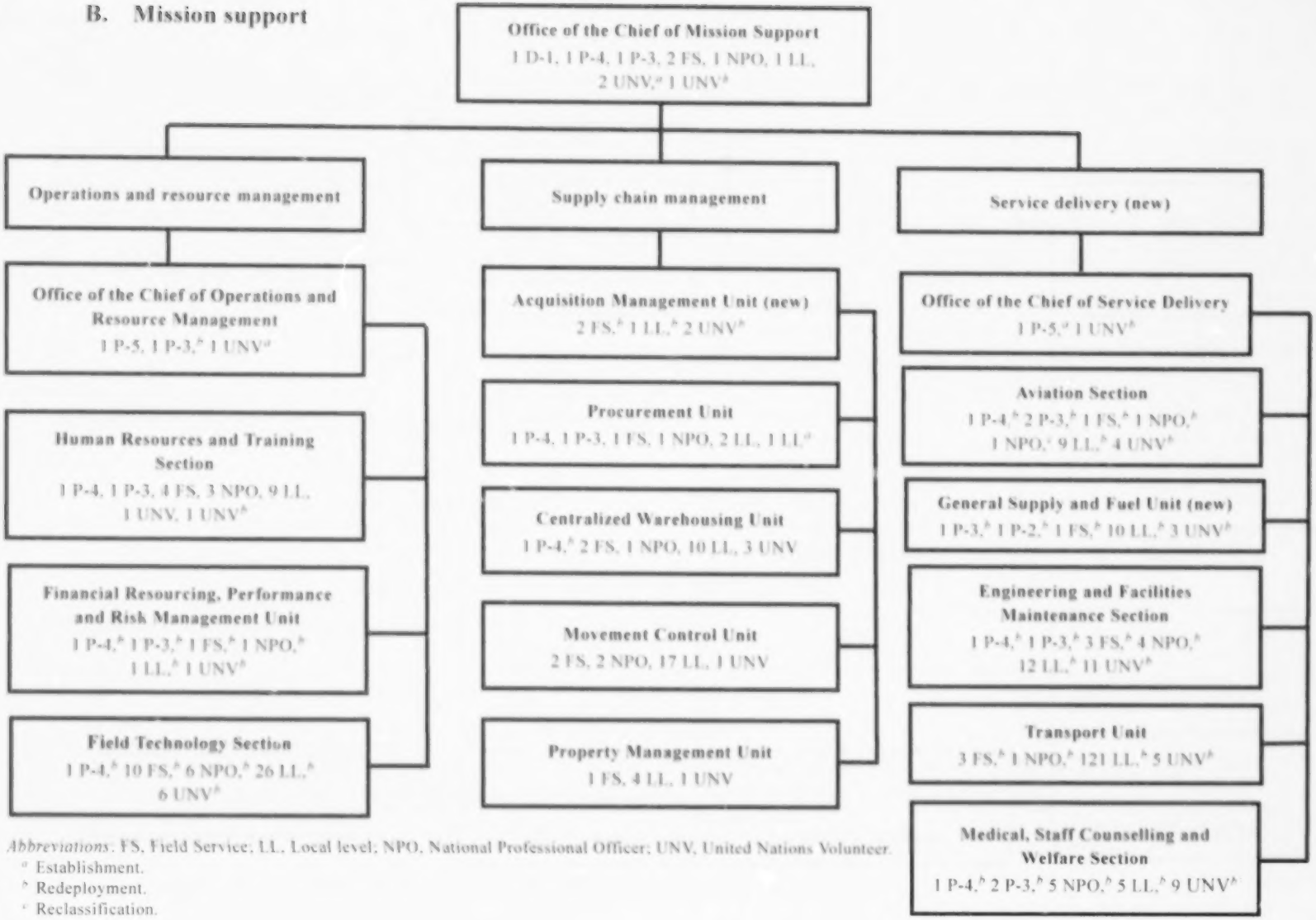
Abbreviations: DPA, Department of Political Affairs; DSRSG, Deputy Special Representative of the Secretary-General; USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; LL, Local level; OL, Other level; NPO, National Professional Officer; UNV, United Nations Volunteer.

[a] Establishment.

[b] Redeployment.

[c] Reclassification.

B. Mission support


Office of the Chief of Mission Support
1 D-1, 1 P-4, 1 P-3, 2 FS, 1 NPO, 1 LL, 2 UNV,[a] 1 UNV[b]
Operations and resource management
Supply chain management
Service delivery (new)
Office of the Chief of Operations and Resource Management
1 P-5, 1 P-3,[b] 1 UNV[a]
Human Resources and Training Section
1 P-4, 1 P-3, 4 FS, 3 NPO, 9 LL, 1 UNV, 1 UNV[b]
Financial Resourcing, Performance and Risk Management Unit
1 P-4,[b] 1 P-3,[b] 1 FS,[b] 1 NPO,[b] 1 LL,[b] 1 UNV[b]
Field Technology Section
1 P-4,[b] 10 FS,[b] 6 NPO,[b] 26 LL,[b] 6 UNV[b]
Acquisition Management Unit (new)
2 FS,[b] 1 LL,[b] 2 UNV[b]
Procurement Unit
1 P-4, 1 P-3, 1 FS, 1 NPO, 2 LL, 1 LL[c]
Centralized Warehousing Unit
1 P-4,[b] 2 FS, 1 NPO, 10 LL, 3 UNV
Movement Control Unit
2 FS, 2 NPO, 17 LL, 1 UNV
Property Management Unit
1 FS, 4 LL, 1 UNV
Office of the Chief of Service Delivery
1 P-5,[a] 1 UNV[b]
Aviation Section
1 P-4,[b] 2 P-3,[b] 1 FS,[b] 1 NPO,[b] 1 NPO,[c] 9 LL,[b] 4 UNV[b]
General Supply and Fuel Unit (new)
1 P-3,[b] 1 P-2,[b] 1 FS,[b] 10 LL,[b] 3 UNV[b]
Engineering and Facilities Maintenance Section
1 P-4,[b] 1 P-3,[b] 3 FS,[b] 4 NPO,[b] 12 LL,[b] 11 UNV[b]
Transport Unit
3 FS,[b] 1 NPO,[b] 121 LL,[b] 5 UNV[b]
Medical, Staff Counselling and Welfare Section
1 P-4,[b] 2 P-3,[b] 5 NPO,[b] 5 LL,[b] 9 UNV[b]

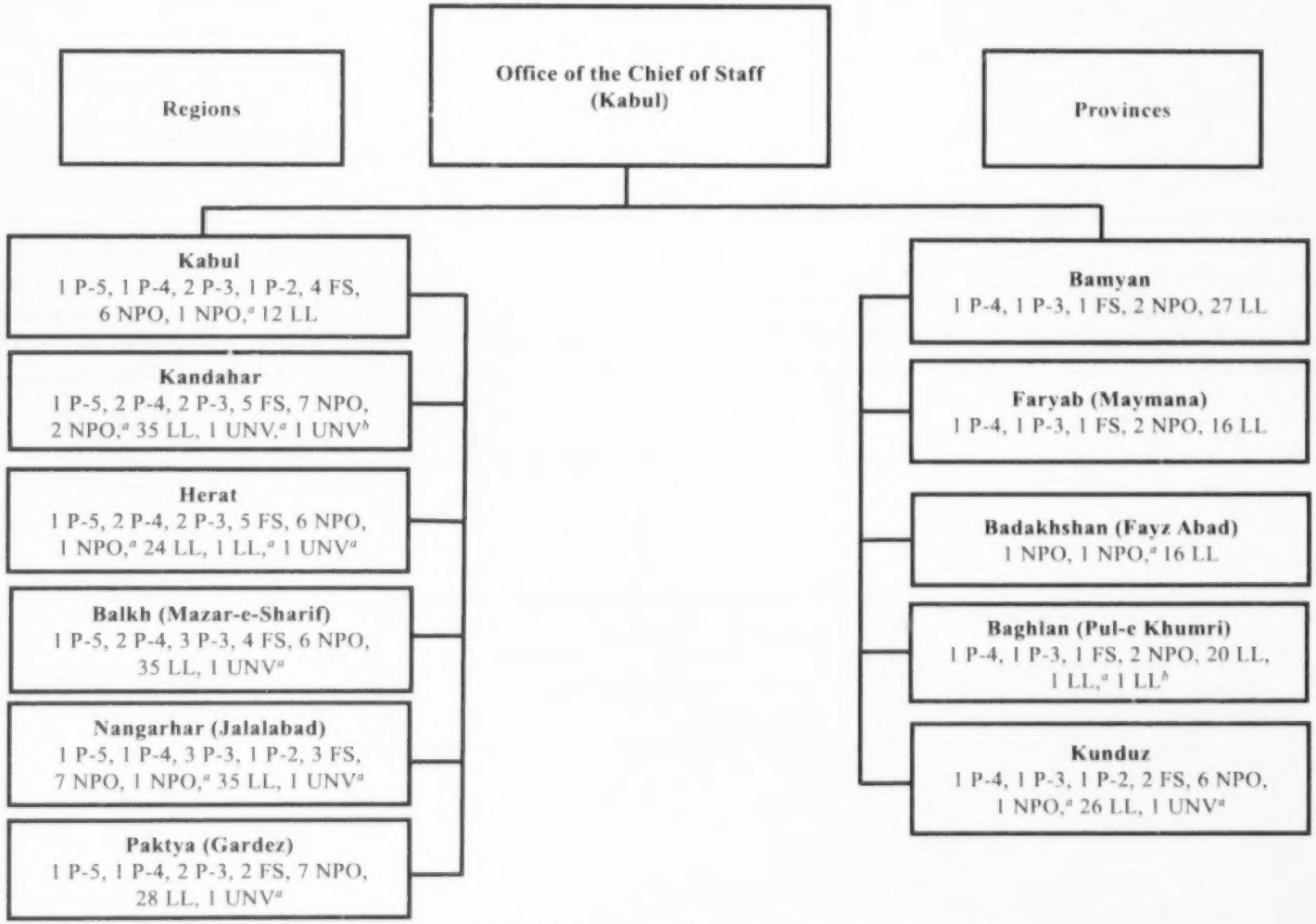
Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteer.

[a] Establishment.

[b] Redeployment.

[c] Reclassification.

C. Field offices in regions and provinces

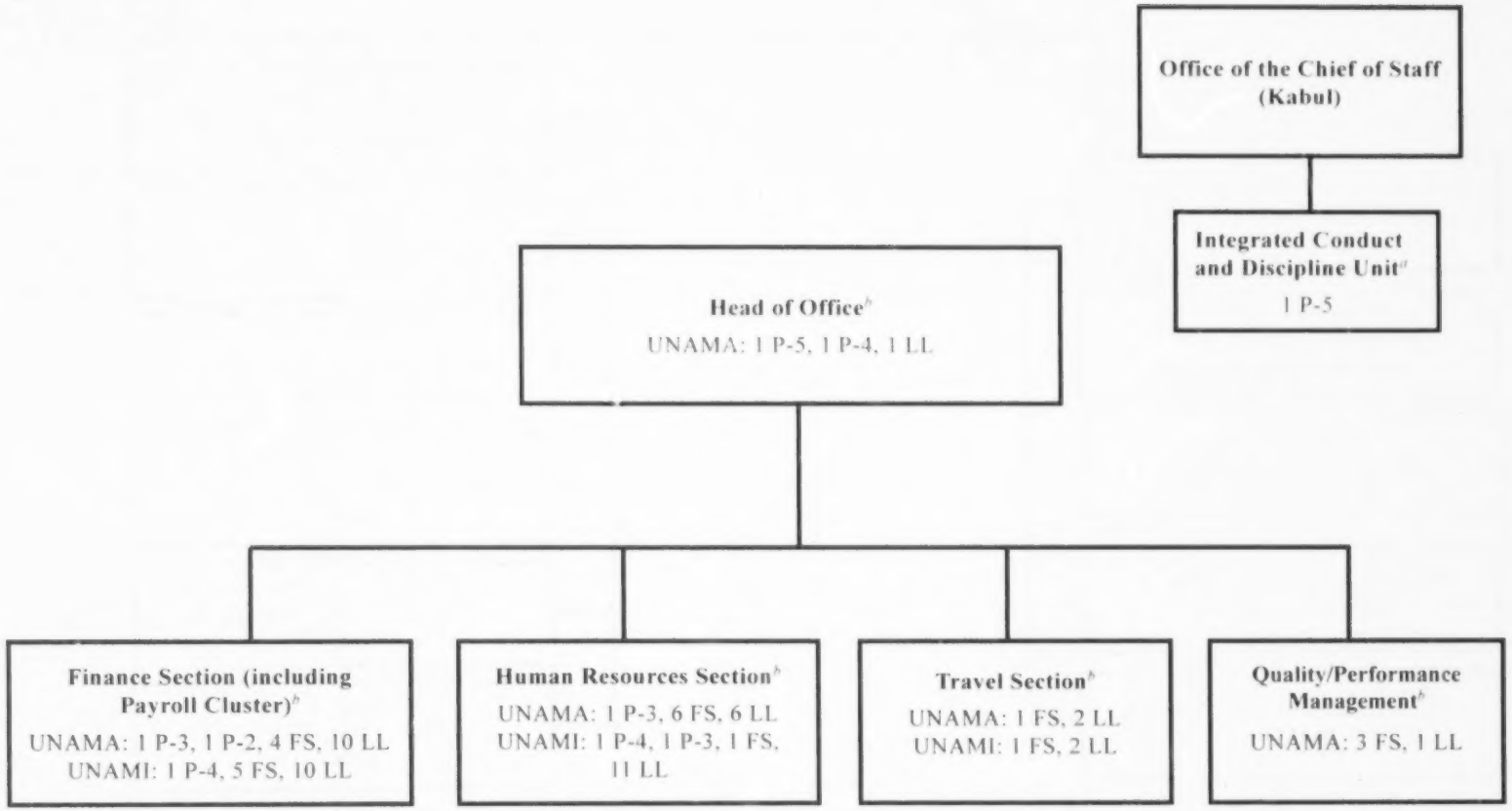

Regions
Office of the Chief of Staff (Kabul)
Provinces
Kabul
1 P-5, 1 P-4, 2 P-3, 1 P-2, 4 FS, 6 NPO, 1 NPO,[a] 12 LL
Kandahar
1 P-5, 2 P-4, 2 P-3, 5 FS, 7 NPO, 2 NPO,[a] 35 LL, 1 UNV,[a] 1 UNV[b]
Herat
1 P-5, 2 P-4, 2 P-3, 5 FS, 6 NPO, 1 NPO,[a] 24 LL, 1 LL,[a] 1 UNV[a]
Balkh (Mazar-e-Sharif)
1 P-5, 2 P-4, 3 P-3, 4 FS, 6 NPO, 35 LL, 1 UNV[a]
Nangarhar (Jalalabad)
1 P-5, 1 P-4, 3 P-3, 1 P-2, 3 FS, 7 NPO, 1 NPO,[a] 35 LL, 1 UNV[a]
Paktya (Gardez)
1 P-5, 1 P-4, 2 P-3, 2 FS, 7 NPO, 28 LL, 1 UNV[a]
Bamyan
1 P-4, 1 P-3, 1 FS, 2 NPO, 27 LL
Faryab (Maymana)
1 P-4, 1 P-3, 1 FS, 2 NPO, 16 LL
Badakhshan (Fayz Abad)
1 NPO, 1 NPO,[a] 16 LL
Baghlan (Pul-e Khumri)
1 P-4, 1 P-3, 1 FS, 2 NPO, 20 LL, 1 LL,[a] 1 LL[b]
Kunduz
1 P-4, 1 P-3, 1 P-2, 2 FS, 6 NPO, 1 NPO,[a] 26 LL, 1 UNV[a]

Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteer.

[a] Establishment.

[b] Redeployment.

D. Consolidated Kuwait Office


Office of the Chief of Staff (Kabul)
Integrated Conduct and Discipline Unit[a]
1 P-5
Head of Office[b]
UNAMA: 1 P-5, 1 P-4, 1 LL
Finance Section (including Payroll Cluster)[b]
UNAMA: 1 P-3, 1 P-2, 4 FS, 10 LL
UNAMI: 1 P-4, 5 FS, 10 LL
Human Resources Section[b]
UNAMA: 1 P-3, 6 FS, 6 LL
UNAMI: 1 P-4, 1 P-3, 1 FS, 11 LL
Travel Section[b]
UNAMA: 1 FS, 2 LL
UNAMI: 1 FS, 2 LL
Quality/Performance Management[b]
UNAMA: 3 FS, 1 LL

Abbreviations: FS, Field Service; LL, Local level.

[a] Component of the UNAMA Support Office in Kuwait.

[b] Component of the Kuwait Joint Support Office.

Annex II

Information on 2017 substantive activities of the United Nations agencies, funds and programmes working on programmatic matters (integrated when applicable) in collaboration with the United Nations Assistance Mission in Afghanistan

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
Platform to launch substantive activities of the United Nations agencies, funds and programmes	• Food and Agriculture Organization of the United Nations • International Atomic Energy Agency • International Fund for Agricultural Development • International Labour Organization • International Organization for Migration • Joint United Nations Programme on HIV/AIDS • Office for the Coordination of Humanitarian Affairs • Office of the United Nations High Commissioner for Human Rights (OHCHR) • Office of the United Nations High Commissioner for Refugees • United Nations Children's Fund • United Nations Conference on Trade and Development • United Nations Department of Safety and Security • United Nations Development Programme (UNDP)	The Development Operations Coordination Office has provided $366,010 in funding for 2017 to support one National Professional Officer and coordination funding, including for the United Nations Development Assistance Framework and related coordination functions, such as the Framework working groups and related integrated annual workplans developed by the United Nations country team.	The Office of the Resident Coordinator, as part of an integrated structure, is housed in UNAMA. The Office coordinates United Nations development activities and provides guidance to all United Nations agencies, funds and programmes in Afghanistan. Existing mechanisms comprise working groups for United Nations programme delivery frameworks, including the United Nations Development Assistance Framework and related integrated annual workplans. The overall national mechanism by which the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) leads and coordinates all United Nations agencies, funds and programmes is the United Nations country team.

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
	• United Nations Educational, Scientific and Cultural Organization		
	• United Nations Entity for Gender Equality and the Empowerment of Women		
	• United Nations Environment Programme		
	• United Nations Human Settlements Programme		
	• United Nations Industrial Development Organization		
	• United Nations Mine Action Service		
	• United Nations Office for Project Services		
	• United Nations Office on Drugs and Crime (UNODC)		
	• United Nations Population Fund		
	• World Food Programme		
	• World Health Organization		
United Nations elections support	• UNDP • UNAMA	The Project Initiation Plan is a funding mechanism for the international community to continue its support to Afghan electoral institutions and the electoral process. The Plan bridges the gap between the closure of the UNDP-ELECT II project on 31 July 2015 and the signing of a new project document with the Government.	Pursuant to its mandate, the United Nations supports increased integrity, inclusiveness and sustainability of elections. UNAMA provides in-depth political analysis, works to ensure coherence in international assistance efforts, and acts to support Afghan electoral institutions in performing their constitutionally mandated roles. UNDP provides technical support to the Independent Election Commission and the Electoral Complaints Commission to enhance capacity, in addition to its support to the electoral reform process in Afghanistan.

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
		The current Project Initiation Plan was extended until October 2017 to provide electoral support and provide key technical assistance to the electoral process in preparation for the 2018 elections. To date, the donors have provided a total of $8,466,438 to the Project Initiation Plan, including $1,882,658 in 2015, $3,340,511 in 2016, and $3,243,269 for January to October 2017.	The most important mechanisms for elections support are: The Project Initiation Plan, a funding mechanism for elections support. Bilateral and multilateral UNDP and UNAMA donor meetings comprising donors and key domestic stakeholders, as appropriate. The United Nations internal elections coordination group, which ensures coherence of approach between UNAMA and UNDP.
Human rights	OHCHR	In 2017, OHCHR contributed $317,981 to support the overall United Nations human rights programme in Afghanistan.	OHCHR funding primarily supports outreach activities and technical and advocacy initiatives across the UNAMA human rights programme areas, including protection of civilians and respect for international humanitarian law; implementation of measures for the elimination of violence against women; women's access to justice and advancement of women's participation in public life, particularly in peace processes and security-related issues; prevention and elimination of torture and arbitrary detention in government detention facilities and the provision of technical assistance in setting up a national preventive mechanism for prevention of torture; child protection; facilitation of an accountable, inclusive rights-based peace and reconciliation process through facilitation of the Afghan People's Dialogue on Peace led by Afghan civil society, including the launch of provincial road maps for peace; and round tables with civil society on protecting and preserving civil society space and promoting civil society's role in following up on

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			recommendations issued by the United Nations human rights mechanisms in Afghanistan. Activities supporting the human rights programme include documentation and reporting, including through confidential databases; capacity-building of key partners and staff; and outreach through a range of methods, including advocacy with and the provision of technical assistance to key stakeholders, particularly in remote and insecure areas. OHCHR, through the UNAMA Human Rights Unit, co-chairs with UNDP a working group on the human rights due diligence policy.
Afghan Peace and Reintegration Programme	UNDP	The Afghanistan Peace and Reintegration Programme began in 2010 and ended on 28 February 2017. In total, the Programme received $227,647,536 in donor funding. Of that total, UNDP was responsible for programming $144,469,946. Upon closure of the project, UNDP had an unspent balance of $5,259,072. The following donor Governments contributed to the Programme: • Australia: $11,970,000 • Denmark: $7,961,741 • Estonia: $43,085 • Finland: $2,470,000 • Germany: $39,535,469 • Italy: $5,683,656	UNAMA supported the Programme through participation in meetings of the Technical Committee, comprising donors, Afghan Government representatives and UNDP. Among other duties, the Technical Committee worked on policy issues and reviewed and approved Programme projects. UNDP assisted the High Peace Council, as well as the joint secretariat and its provincial structures, in expanding their outreach, reintegration and community recovery components to promote peace, reconciliation and security in Afghan communities. UNDP also worked closely with the joint secretariat field operations and finance and development units to plan, implement and monitor components of the programme. UNDP technical support was also provided to the joint secretariat at the central level and to the provincial joint secretariat teams at the provincial level through six regional offices. The Programme ended on 31 March 2016 and was followed by a transitional plan for support to the High Peace Council, which started in April 2016 and ended in

Programme	Agencies, funds and programmes	Reporting period and financial resources available to the agencies, funds and programmes for the activity	Description
		• Japan: $67,055,941 • Netherlands: $2,500,000 • Republic of Korea: $9,000,000 • Spain: $6,666,667 • United Kingdom of Great Britain and Northern Ireland: $18,660,977 • United States of America: $50,000,000 (spent through the World Bank by the line ministries) • United States: $6,100,000 (through UNDP)	February 2017. During that period, UNDP assisted the High Peace Council and the joint secretariat in conducting a programmatic and structural assessment of the Programme; designing a new government strategy for peace and reconciliation; undertaking consultations with stakeholders on future support; and continuing funding for the most critical activities and structures of the Programme.
Coordination and advocacy on counter-narcotics issues	UNODC	To date, donors have provided $17,321,879 to the 2017 country programme of UNODC in support of projects to build the Government's capacity on counter-narcotics and alternatives to narcotics cultivation and production. In addition, to date, donors have provided $4,451,932 to the UNODC Regional Programme for Afghanistan and Neighbouring Countries for 2017.	The UNODC country programme for Afghanistan, 2016-2019, approved on 16 December 2015, aims at contributing to the stability and development of Afghanistan by strengthening the criminal justice system and counter-narcotics efforts, including the building of the Government's capacity in the areas of health, alternative development (to poppy cultivation), crop monitoring, research, inter-agency cooperation and provincial outreach. The UNODC Regional Programme for Afghanistan and Neighbouring Countries, 2016-2019, is a framework to support the countries of West and Central Asia in developing regional and international joint responses to counter the harmful impact of illicit narcotics trafficking and transnational organized crime on security, governance and social and economic development. The overall aim of the Regional Programme is to facilitate regional cooperation and to improve and streamline

...mme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			coordination between the eight Regional Programme member countries in addressing illicit drug trafficking, illicit drug use and crime. The Regional Programme also contributes to the enhancement of regional level counter-narcotics capacities by improved coordination, such as through confidence-building measures in the Heart of Asia-Istanbul Process; joint counter-narcotics operations; increased practical and case-based training on legal matters and on countering illicit financial flows and transnational crimes, including trafficking in human migrants and drugs; expansion and provision of international drug prevention and treatment standards and harm reduction services; promotion of alternative development initiatives between Afghanistan and its neighbours; additional research into drug trafficking routes and illicit financial flows; and strengthening awareness of and advocacy against drugs and crime. In 2012, UNODC and UNAMA established the Task Force on Transnational Organized Crime and Drug Trafficking in Afghanistan, which meets to support inter-agency cooperation in these areas. The meetings are co-chaired by the representative of UNODC and the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator in UNAMA.
:dical Emergency :sponse Team	• UNAMA • UNDP • Resident Coordinator/United Nations country team	This project was initially budgeted at $2.1 million annually from 2016 to 2018 and covers costs for personnel and trauma stabilization facilities. The United Kingdom and Sweden have provided $3,577,134 in funding for this project.	The Medical Emergency Response Team project has been designed to provide trauma care, stabilization and support for medical evacuation in key Afghan provinces. The project supports the United Nations, partners, and international humanitarian operations in the country, and helps to improve national emergency medical capacity to serve the Afghan population. UNDP will manage this project while UNAMA, through a memorandum of understanding with UNDP,

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
		The Medical Emergency Response Team received $300,000 from the United Nations country team cost-sharing mechanism in 2017-2018. The UNAMA share of this total is approximately $83,500. Funding from donors for the Medical Emergency Response Team will end in 2017.	will host the specialized trauma medical personnel in its compounds and provide logistical support. The Resident Coordinator and the Risk Management Unit will continue to supervise and support monitoring activities to ensure the effective implementation and management of the Response Team.

Annex III

Contributions provided by host country and/or other United Nations entities (cash and/or in-kind contributions)

Entity providing the contribution	*Description of cash and/or in-kind contribution provided*	*Approximate annual value of contribution provided (United States dollars)*
Government of Afghanistan	Vehicle registration	23 594.34
Government of Afghanistan	Landing rights at airports	157 215.26
Government of Afghanistan	Airport fees (embarkation/disembarkation)	657 948.00
Government of Afghanistan	Regional office in Jalalabad: building, total area 1,409 m^2	3 888.84
Ministry of the Interior, Afghanistan	Regional office in Kunduz: building, total area 2,164 m^2	77 913.00
Government of Afghanistan	Air terminal (Kabul): land, total area 4,700 m^2	6 204.61
Government of Afghanistan	Air terminal (Kunduz): land, total area 20 m^2	240.00
Government of Afghanistan	Air terminal (Mazar-e-Sharif): land, total area 2,184 m^2	65 520.00
Ministry of the Interior, Afghanistan	Regional office in Kunduz: land, total area 15,126 m^2	181 509.00
Government of Afghanistan	Regional office in Jalalabad: land, total area 21,772 m^2	8 491 080.00
Government of Afghanistan	Regional office in Kandahar: land, total area 41,558 m^2	224 413.20
Government of Afghanistan	Regional office in Mazar-e-Sharif: land, total area 55,234 m^2	1 657 020.00
Government of Afghanistan	Provincial office in Bamyan: land, total area 13,200 m^2	17 424.00

Annex IV

Security service costs for 2018

Description	Location	Number	Months	Unit cost (United States dollars)	Rate (United States dollars)	Total cost (United States dollars)
A. UNAMA share of the cost of armed static guards provided by the Afghan Directorate of Protection and Security						
Guards	Compound A, Kabul	86	13	276	276	308 568
Supervisor	Compound A, Kabul	4	13	319	319	16 588
Supervisor	UNAMA Terminal, Kabul International Airport	4	13	319	319	16 588
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	126	13	89	89	145 939
Supervisor	United Nations office complex, cost-shared budget with common services (32.281%)	3	13	103	103	4 016
Guards	Kandahar office	47	13	276	276	168 636
Supervisor	Kandahar office	7	13	319	319	29 029
Guards	Cost-shared budget with common services in Herat (85%)	41	13	235	235	125 042
Guards	Mazar office	29	13	276	276	104 052
Supervisor	Mazar office	3	13	319	319	12 441
Guards	Mazar terminal	3	13	276	276	10 764
Supervisor	Mazar terminal	1	13	319	319	4 147
Guards	Maymana office	4	13	276	276	14 352
Supervisor	Maymana office	1	13	319	319	4 147
Guards	Jalalabad office	31	13	276	276	111 228
Supervisor	Jalalabad office	5	13	319	319	20 735
Guards	Kunduz office	24	13	276	276	86 112
Guards	Faizabad office	12	13	276	276	43 056
Guards	Pul-e Khumri office	12	13	276	276	43 056
Supervisor	Pul-e Khumri office	1	13	319	319	4 147
Guards	Bamyan office	15	13	276	276	53 820
Supervisor	Bamyan office	3	13	319	319	12 441
Guards	Gardez office	28	13	276	276	100 464
Supervisor	Gardez office	5	13	319	319	20 735
					Subtotal	**1 460 102**
B. Special meal allowance for the Directorate of Protection and Security armed static guards deployed to field offices						
	Bamyan office	18	12	90	90	19 440
	Gardez office	33	12	90	90	35 640
	Jalalabad office	29	12	90	90	31 320
	Kandahar office	54	12	90	90	58 320
	Kunduz office	24	12	90	90	25 920
	Pul-e Khumri office	13	12	90	90	14 040
	Faizabad office	12	12	90	90	12 960
	Mazar office	32	12	90	90	34 560
	Mazar terminal	4	12	90	90	4 320

Description	*Location*	*Number*	*Months*	*Unit cost (United States dollars)*	*Rate (United States dollars)*	*Total cost (United States dollars)*
	Maymana office	5	12	90	90	5 400
					Subtotal	**241 920**
C. Private security company unarmed guards services						
Guards	Liaison Office, Islamabad	6	12	350	350	25 200
Guards	Gardez office, cost-shared budget with agencies, funds and programmes (72.63%)	11	12	394	394	52 058
Guards	Dispatch hub, Kabul	26	12	543	543	169 416
Supervisor	Dispatch hub, Kabul	1	12	630	630	7 560
Guards	Air terminal	6	12	543	543	39 096
Guards	Bamyan office	3	12	543	543	19 548
Guards	Gardez office	2	12	543	543	13 032
Guards	Jalalabad office	4	12	543	543	26 064
Guards	Kunduz office	3	12	543	543	19 548
Guards	Maymana office	2	12	543	543	13 032
Guards	Mazar office	5	12	543	543	32 580
Guards	Pul-e Khumri office	3	12	543	543	19 548
Guards	Palace No. 7	5	12	543	543	32 580
Guards	Kandahar office	10	12	543	543	65 160
Guards, female	Faizabad office	2	12	543	543	13 032
Guards, female	Pul-e Khumri office	2	12	543	543	13 032
Guards, female	Maymana office	2	12	543	543	13 032
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	133	12	175	175	279 756
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	4	12	203	203	9 762
					Subtotal	**863 036**
D. Deployment of private security company armed guards in UNAMA compounds countrywide						
Guards	Compound A and dispatch hub, Kabul	21	12	2 408	2 408	606 816
Supervisor	Compound A and dispatch hub, Kabul	3	12	3 162	3 162	113 832
Guards	Palace No. 7	8	12	2 408	2 408	231 168
Supervisor	Palace No. 7	1	12	3 162	3 162	37 944
Guards	Kandahar office	22	12	2 408	2 408	635 712
Supervisor	Kandahar office	3	12	3 162	3 162	113 832
Guards	Jalalabad office	17	12	2 408	2 408	491 232
Supervisor	Jalalabad office	2	12	3 162	3 162	75 888
Guards	Kunduz office	22	12	2 408	2 408	635 712
Supervisor	Kunduz office	2	12	3 162	3 162	75 888
Guards	Bamyan office	16	12	2 408	2 408	462 336
Supervisor	Bamyan office	2	12	3 162	3 162	75 888
Guards	Pul-e Khumri office	8	12	2 408	2 408	231 168
Supervisor	Pul-e Khumri office	1	12	3 162	3 162	37 944

Description	*Location*	*Number*	*Months*	*Unit cost (United States dollars)*	*Rate (United States dollars)*	*Total cost (United States dollars)*
Guards	Herat office, cost-shared budget with Herat multi-agency compound (85%)	15	12	2 047	2 047	368 424
Supervisor	Herat office, cost-shared budget with Herat multi-agency compound (85%)	2	12	2 688	2 688	64 505
Guards	Mazar office	24	12	2 408	2 408	693 504
Supervisor	Mazar office	2	12	3 162	3 162	75 888
Guards	Maymana office	8	12	2 408	2 408	231 168
Supervisor	Maymana office	1	12	3 162	3 162	37 944
Guards	Gardez office, cost-shared with agencies, funds and programmes (72.63%)	22	12	1 749	1 749	461 718
Supervisor	Gardez office, cost-shared with agencies, funds and programmes (72.63%)	2	12	2 297	2 297	55 117
Guards Project Manager	Country office	1	12	10 200	10 200	122 400
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	78	12	777	777	727 578
Supervisor	United Nations office complex, cost-shared budget with common services (32.281%)	8	12	1 021	1 021	97 990
					Subtotal	**6 761 595**
E. Road missions, including meal allowances for armed escorts and the rental of escort vehicles						
	Gardez office	1	12	833	833	9 996
	Kandahar office	1	12	460	460	5 520
	Jalalabad office	1	12	2 500	2 500	30 000
	Mazar office	1	12	2 500	2 500	30 000
	Kabul office, including VIP/Headquarters missions	1	12	5 834	5 834	70 008
	Bamyan office	1	12	200	200	2 400
	Kunduz office	1	12	1 084	1 084	13 008
	Herat office	1	12	1 000	1 000	12 000
					Subtotal	**172 932**
F. UNAMA portion of the cost-shared budget of the Department of Safety and Security administered by UNDP						
	UNAMA portion (for operation support) of one year cost-shared budget administered by UNDP	1	1	732 820	732 820	732 820
	UNAMA portion (for local security assistant fee) of one year cost-shared budget administered by UNDP	1	1	21 754	21 754	21 754
	UNAMA portion (for administration fee) of one year cost-shared budget administered by UNDP	1	1	31 441	31 441	31 441
					Subtotal	**786 015**
G. Canine services, including dogs and dog handlers based in Kabul and Kandahar						
	Compound A, Kabul	3	12	3 522	3 522	126 792
	Palace No. 7	2	12	3 522	3 522	84 528

Description	*Location*	*Number*	*Months*	*Unit cost (United States dollars)*	*Rate (United States dollars)*	*Total cost (United States dollars)*
	UNAMA Terminal	2	12	3 522	3 522	84 528
	Kandahar office	2	12	3 522	3 522	84 528
	Gardez office, cost-shared with agencies, funds and programmes (72.63%)	2	12	2 206	2 206	52 940
	Project Manager, country office	1	12	9 771	9 771	117 252
	United Nations office complex, cost-shared budget with common services (32.281%)	5	12	1 137	1 137	68 216
					Subtotal	**618 784**
II. UNAMA share of the cost of security under common security arrangements for the Kuwait office						
	Security services	1	1	160 000	160 000	160 000
					Subtotal	**160 000**
I. UNAMA share of the cost of security under common security arrangements for the offices in Tehran and Islamabad						
	Security common services, cost-shared budget Islamabad office, administered by UNDP	1	1	4 000	4 000	4 000
	UNAMA share of security-related cost for Tehran Liaison Office	1	1	1 275	1 275	1 275
					Subtotal	**5 275**
Total security services cost for 2018 (rounded)						**11 069 700**

Abbreviation: UNDP, United Nations Development Programme.